

## **Executive Brief**

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**Monash Health  
Director Medical Services**

**Catherine Reidy  
November 2018**

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## The Company

Monash Health is Victoria's largest public health service. We are proud to provide healthcare to one quarter of Melbourne's population, across the entire life-span from newborn and children, to adults, the elderly, their families and carers.

We improve the health of our community through:

- Prevention and early intervention
- Community-based treatment and rehabilitation
- Highly specialised surgical and medical diagnosis, treatment and monitoring services
- Hospital and community-based mental health services
- Comprehensive sub-acute, aged care and palliative care programs
- Research, education and teaching the next generation of healthcare professionals
- Regional and state-wide specialist services

More than 17,000 staff work at over 40 care locations across south eastern Melbourne, including Monash Medical Centre, Monash Children's Hospital, Moorabbin Hospital, Dandenong Hospital, Casey Hospital, Kingston Centre, Cranbourne Centre, and an extensive network of rehabilitation, aged care, community health and mental health facilities.

Each year:

We provide more than 3.9 million episodes of care to our community.

Close to 260,000 people are admitted to our hospitals.

More than 226,000 receive care at our three emergency departments.

We respond to more than 58,000 ambulance arrivals.

We perform more than 55,000 operating theatre cases.

We deliver more than 10,000 babies.

As an equal opportunity employer, Monash Health is committed to a fair and non-discriminatory workplace that maximises the talent, potential and contribution of all employees. We are committed to our iCare values of integrity, compassion, accountability, respect and excellence.

The incumbent will join Monash Health at an exciting time rich with opportunity.

Our 2023 strategic plan will soon be released which clearly states our strategic intent: we are relentless in our pursuit of excellence. This is supported by six guiding principles which reflect our core aspirations, beliefs, and values.

*Over the coming years, we will continue with our whole of hospital transformation to provide the best possible care and experience for our patients.* In 2019 we will undertake a redesign of our Emergency Department at the Monash Medical Centre in Clayton. We will also complete and open an expansion to Casey Hospital, which will provide an extra 136 new beds including 28 multi-day inpatient beds, an intensive care unit with 12 bed capacity, a day surgery unit with 12 beds and 4 more operating theatres. 2019 will see Monash Health implement our EMR system across the organisation which will ensure every inpatient has an electronic medical record that will be able to be accessed by our clinicians anywhere, anytime, marking a significant change in how we work.

Construction has begun on the Victorian Heart Hospital, Australia's first dedicated, state-of-the art cardiac facility, providing innovative, holistic and patient-centered care in heart disease, along with world-leading education and research led by our partners at Monash University. The Victorian Heart Hospital is due to open in 2022.

## Monash Health Headline Facts and Figures

<b>Staff</b>	More than <b>17,000 employees</b>
<b>Investment</b>	<b>\$1.8 billion</b> spent delivering their health services
<b>Research</b>	More than <b>900 research projects</b> involving patients, either in clinical drug or device trials
<b>Sites</b>	More than <b>40 sites</b> including: <b>Seven public hospitals</b> Monash Medical Centre (640 beds) Monash Children's Hospital (184 beds) Moorabbin Hospital (147 beds)

Dandenong Hospital (573 beds)  
Casey Hospital (273 beds)  
Kingston Centre (213 beds)  
Cranbourne Centre (same-day acute and sub-acute)

**One private hospital** Jessie McPherson Private Hospital (105 beds)

**11 major community health sites**

Cranbourne Centre, Mundaring Drive, Cockatoo, Doveton,  
Kingston, Berwick, Clayton, Pakenham, Parkdale, Springvale, and Dandenong  
**Hospital in The Home** (140 bed virtual acute ward)

**Six aged care facilities** (249 beds)

Chestnut Gardens, Yarraman, Mooraleigh, Eastwood,  
Allambee and Kingston Centre

**Eight mental health facilities**

Inpatient, residential, community care  
and drug and alcohol units.

## Director Medical Services – an overarching view

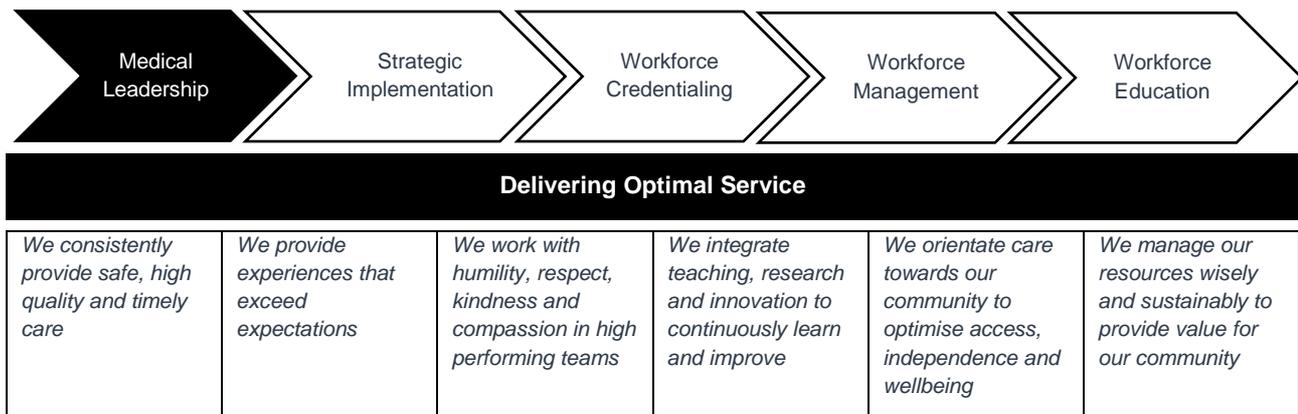
Healthcare systems are rapidly changing enterprises facing many challenges, such as financial constraints, greater demand for accountability, increasing regulation, and changes in patient populations. Monash Health is no exception to this and is committed to developing leaders at all levels who can manage the organisational and system changes necessary to improve health through innovation in health professions education, patient care, and research. This necessitates a strong medical leader capable of implementing our strategy, aligning people, processes and professional governance with our vision and in accordance with relevant legislation, regulation and standards as reflects best practice.

We believe the key to building high quality healthcare is good medical leadership. Monash Health is interested in the teaching and role modelling of medical leadership as well as ensuring that leadership education for doctors starts earlier and continues throughout their careers. In addition to the technical competencies required of doctors, the evolution of communication and critical thinking capability is paramount in the provision of a sound framework for conflict resolution, taking mutual responsibility, discussing performance, sharing leadership and preparing others to help and in time takeover.

In return, Monash will support doctors with well developed systems, clear reporting, and lines of responsibility, as well as an organisational culture that provides good information and encourages them as a means of improving performance. High quality patient care requires strong management and leadership skills across the board and active participation of clinicians through interprofessional teamwork will benefit clinical outcomes and overall performance.

Monash Health is a highly complex, diverse and large health service. The key responsibilities of credentialing and continuous improvement in workforce management and education require the capacity to work across scale, but with an incredibly detailed, nimble and responsive focus. Monash Health is therefore in search of a Director Medical Services that acts as the implementation partner of the Chief Medical Officer and through diligent systems, process and people management, provides:

- exemplary evaluation of documentation regarding a medical provider's education, training, work history, licensure, regulatory compliance record, and practice history.
- the appropriate skill-mix in the medical workforce and for ensuring patient safety by overseeing the organisation's ability to manage specific pathways effectively
- development of all medical staff in the organisation in addition to managing a system for job planning linked to organisational priorities and clinical need



In summary, Monash Health is in search of a true medical leader with demonstrated expertise in the following areas:

### Medical Workforce Planning

- maintaining an optimal number, seniority and skill mix of medical staff to keep pace with continual service growth
  - appropriately balancing fractional appointments and HMOs with registrar and full time senior appointments to ensure optimal clinical, financial and cultural performance
  - appropriately balancing age structure, gender and domestic v's overseas trained doctors with the required skills and seniority mix to ensure optimal clinical, financial and cultural performance
- implementing a consistent clinical leadership model and any required review and rationalisation of existing structures
- implementing an appropriate remuneration philosophy and structure
- ensuring medical staff rosters are clinically safe, promoting staff welfare and cost efficiency

## Managing Environmental Factors

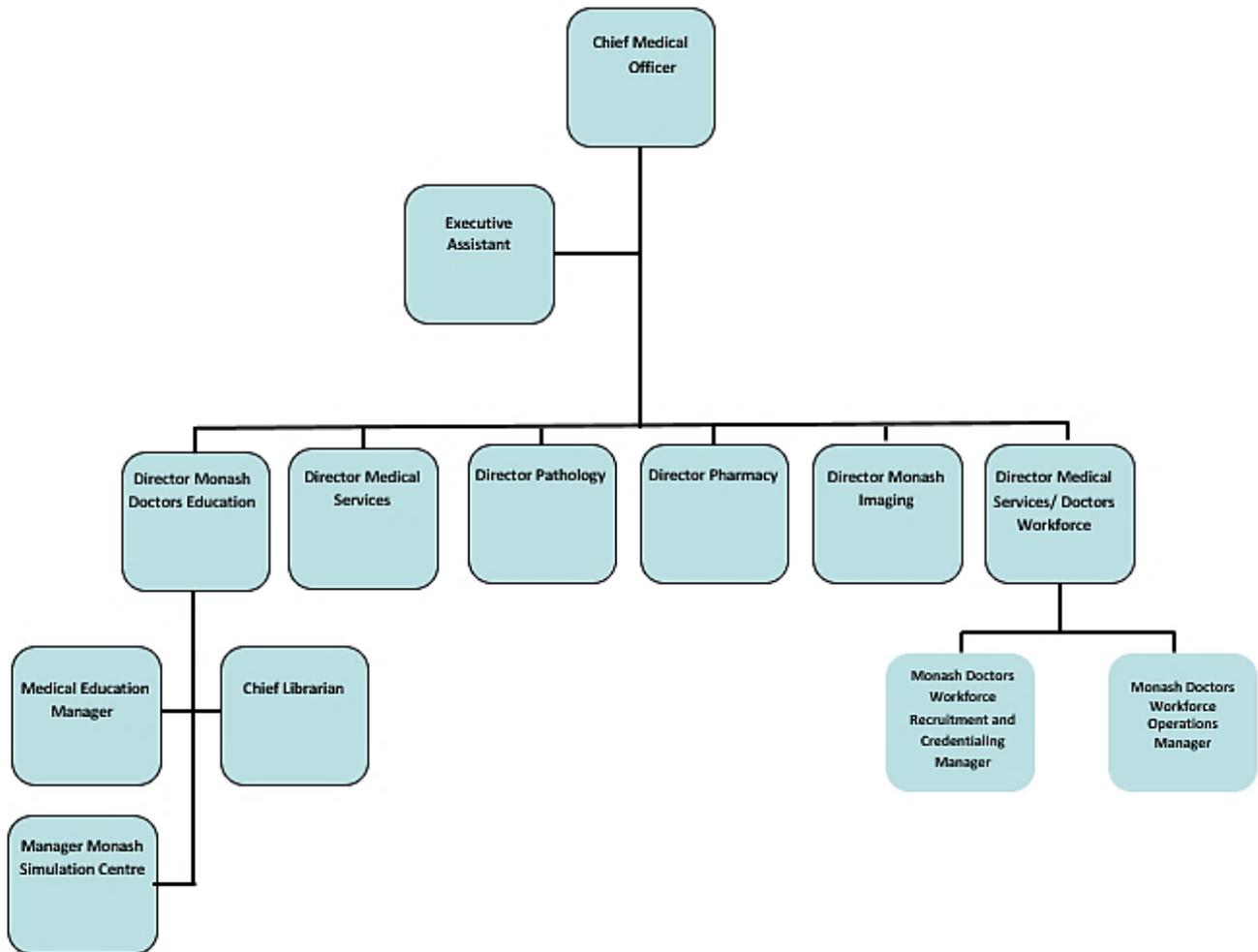
- planning for increases in demand and through other services supporting core specialities on site
- maintaining or obtaining accreditation with various Colleges
- experience in interdisciplinary care modelling and clinical practice improvements/innovations
- balancing training requirements with the need to recruit doctors to support service delivery without diluting the experience of trainee registrars to access adequate caseloads, undergo professional development and carry out research
- improving referral pathways and GP liaison and promoting of the concept of shared care

## Education Leadership

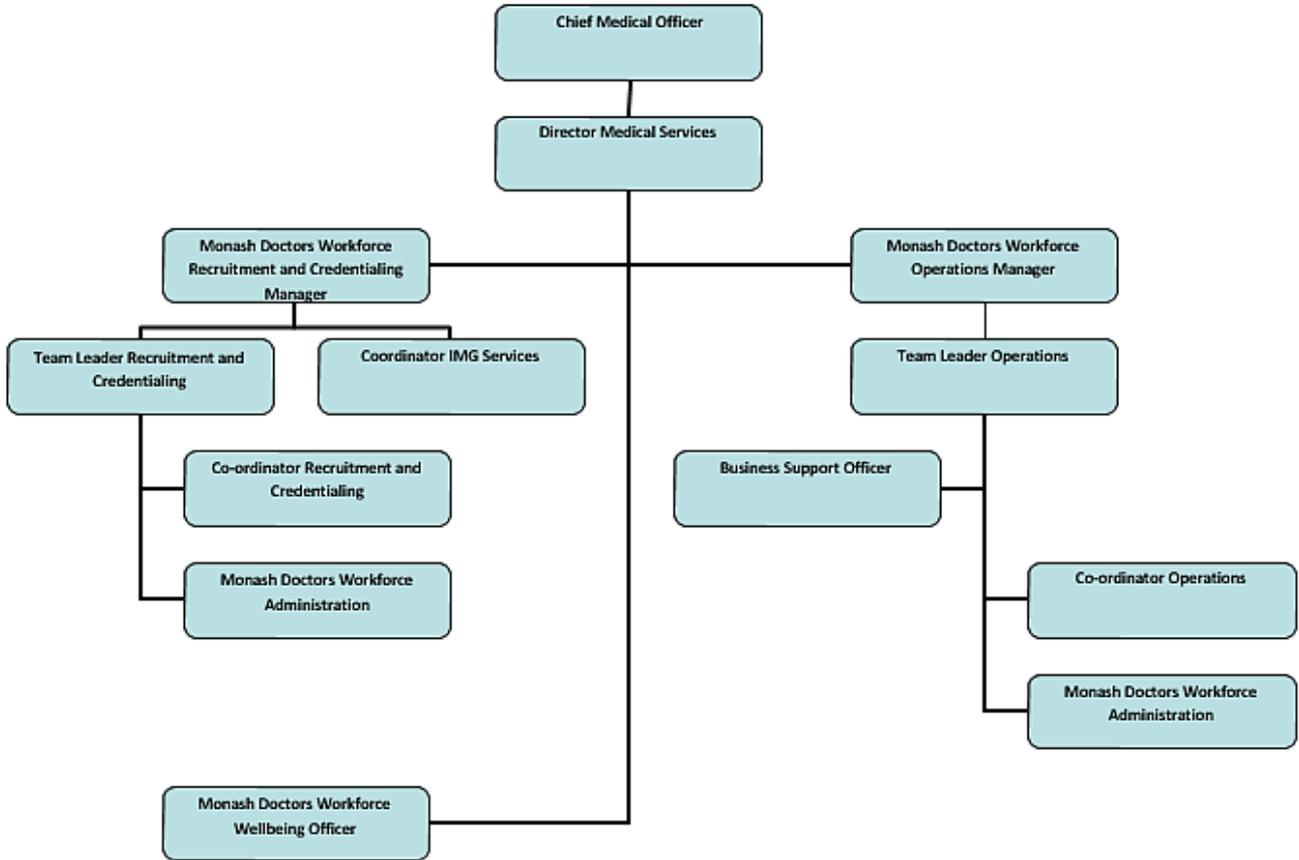
Monash Health's strategic plan is based on five key principles. Leadership is required with respect to:

- patient-centred care
- doctor well-being
- the broad set of competencies required by medical staff
- defined characteristics of high quality education
- shared nature of workplace training utilising a 70:20:10 framework.

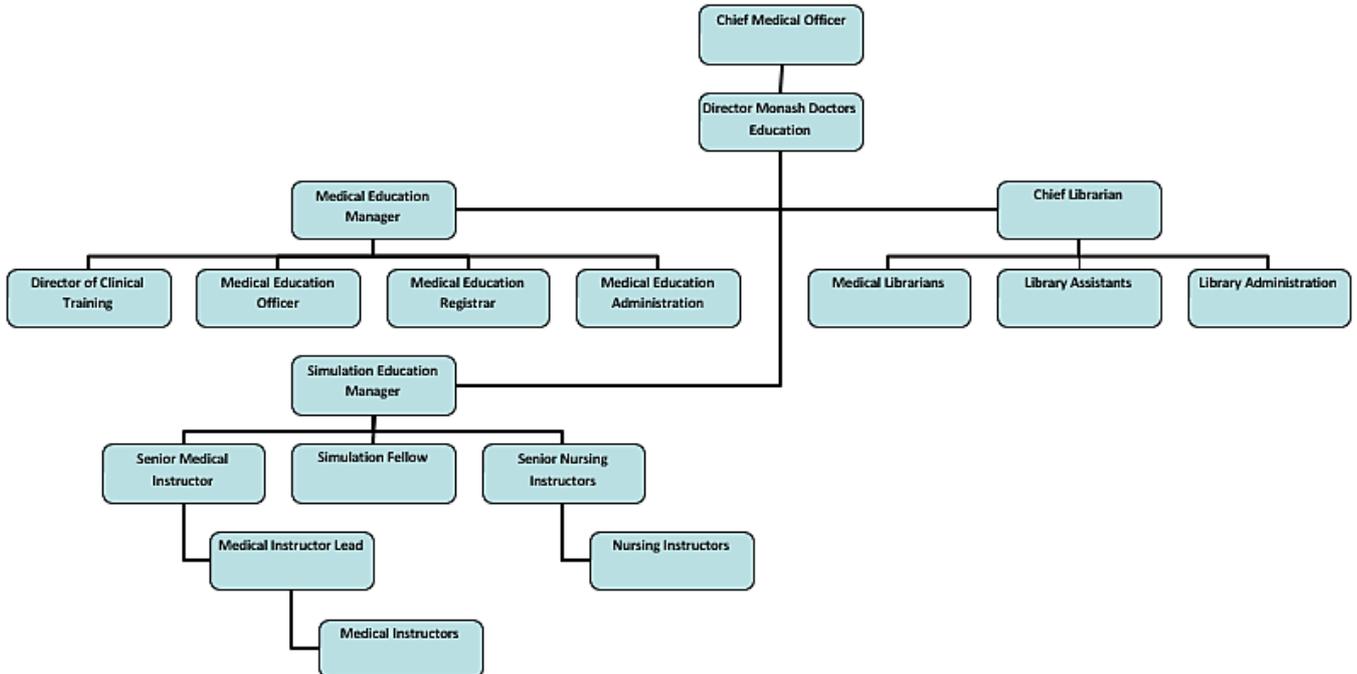
## Organisational Charts



Doctors Workforce



Monash Doctors Education



## Job Summary (Purpose /Key Result areas/Scope)

The purpose of this position is to support the Chief Medical Officer in providing professional leadership to medical staff across all Monash Health sites and expert medical administrative advice to the Monash Health Board, Chief Executive and other members of the executive. This position will support the Chief Medical Officer in programs of work related to the professional governance of medical staff including medical workforce management and education. This role will have direct line, operational and financial management of Monash Doctors Workforce. The role will work alongside the full time Director of Medical Services.

### Purpose

To ensure that the professional governance of all medical staff at Monash Health is in accord with relevant legislation, regulation and standards and reflects best practice.

### Key result areas

The Monash Health medical workforce is optimised through an innovative approach to workforce redesign  
 There are robust medical appointments and credentialing processes for all medical staff at Monash Health  
 Medical education strategy is aligned with the organisation's strategy with a focus on inter-professional learning and collaboration  
 Medical leadership to ensure that change processes involving medical staff are successfully implemented  
 Accreditation standards by relevant external medical workforce and educational agencies are met  
 Achieve financial targets including achievement of productivity initiatives  
 Provide operational support for the Chief Medical Officer  
 Act up in the role of Chief Medical Officer when required

### Scope

Dimensions	Budget	Employees	Direct reports
	\$1.2m	22	<ul style="list-style-type: none"> <li>• Manager Recruitment and Credentialing</li> <li>• Manager Medical Workforce Operations</li> <li>• Medical Administration Registrar</li> </ul>

Key relationships	Internal	External
	<ul style="list-style-type: none"> <li>• Monash Doctors Leadership Committee</li> <li>• Monash Doctors Council</li> <li>• Monash Health Clinical Council</li> <li>• Senior Leadership Team</li> <li>• Medical Unit Heads</li> <li>• Quality and Safety Unit</li> <li>• People and Culture</li> <li>• Senior Medical Staff</li> <li>• Junior Medical Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Metropolitan Medical Executive</li> <li>• Health Sciences Faculty, Monash University Monash Clinical School</li> <li>• Postgraduate Medical Council of Victoria</li> <li>• Australian Medical Association</li> <li>• Specialty Medical Colleges</li> <li>• Australian Health Practitioners Registration Authority</li> </ul>

### Responsibilities/Accountabilities

#### *Strategic Management*

- As part of the Senior Leadership Team, set the direction of the area and provide support to achieve Monash Health's strategic objectives and targets
- Review and analyse the needs of clinical services in relation to medical staffing to develop tailored innovative programs as well as developing interfaces with the community sector
- Responsible for the collaborative development and delivery of the strategic plan and drive strategy and planning within the area of medical governance, ensuring alignment with Government Policy, client needs and Monash Health

- Provide leadership in organisational issues that may extend beyond the boundaries of the medical governance agenda and raise the profile of the medical professional governance issues across Monash Health and community
- Benchmarking and linking best practice with actual performance in medical professional governance quality systems, measures and culture
- Lead and foster medical governance research across Monash Health
- Understand and analyse medical governance quality, safety and research needs to develop and tailor innovative programs that will deliver services to meet those needs
- Create a performance culture within the medical staff, focussed on the delivery of key financial, patient experience and operational outcomes

### **Governance**

The Director is responsible for:

- Developing an appropriate medical governance structure and processes to discharge their responsibilities effectively.
- Ensuring the medical workforce is appropriately credentialed to ensure Monash Health can deliver safe and effective patient centred care and meets all regulatory requirements
- The development of a risk register and management of these risks, including those that relate to legislative compliance
- Ensure that risk management is an explicit part of the strategic planning process

### **Human Resource Management**

- Manage staff through effective recruitment, retention, recognition and development strategies and ensure effective consultation and communication processes in place
- Provide leadership and support for direct reports, appraise their performance and ensure that staff receive appropriate performance management, professional training and development opportunities
- Provide leadership and support in improving key HR performance indicators in the area of responsibility and manage complex industrial issues
- Provide a safe and positive workplace by enhancing occupational health and safety requirements, as well as monitoring the operations and continuous improvement of the safety management system.

### **Change Management**

- Drive innovation and change management within the medical governance portfolio to achieve continuous improvement
- Foster an organisational culture of excellence, and innovation
- Provide advice to the Board and Executives on the implications of major change

### **Operational Management**

- Contribute to Monash Health's overall effectiveness through coordination, cooperation with, and support of, all Monash Health functions
- Ensure the effective operations of medical governance across multiple sites, establish an operational plan and ensure the key results as defined in the plan are met
- Ensure compliance with relevant statutory reporting authorities including meeting accreditation requirements
- Develop and sustain positive internal and external relationships, including communication and consultation with stakeholders and be able to influence decision making
- Manage research and education within the medical governance portfolio
- Represent Monash Health in various professional, industry, media and Government forums

### **Financial Management**

- Ensure there is financial responsibility and accountability across the functions under the control of the position and develop and implement financial strategies that will ensure budgetary targets and key performance indicators are achieved
- Initiate and implement actions to improve the financial effectiveness of quality, safety and research
- Contribute to and deliver outcomes as agreed in the Monash Health Financial Plan
- Review the cost effectiveness of the medical governance portfolio and suppliers and initiate and implement actions to improve productivity and services across all functions

# Person Specification

## **Qualifications/ Registrations/ Licenses (*italics indicated desirable*)**

- Registration with the Australian Health Practitioner Regulation Agency (AHPRA)
- Appropriate tertiary level qualifications MBBS
- Fellowship of the Royal Australasian College of Medical Administrators (FRACMA), or working towards FRACMA
- Current drivers licence
- Working with Children's Check

## **Technical Skills/ Knowledge / Experience**

- Management experience, preferably in an acute hospital
- Familiarity with the issues relevant to the public health care system

## **Capabilities (Refer to Monash Health Capability framework)**

### **Professionalism**

- Demonstrates all the attributes that accord with the Monash Health values – iCARE (Integrity, Compassion, Accountability, Respect, and Excellence).
- Demonstrates a high level commitment to ethical practice;
- Understands medico-legal issues associated with clinical care;
- Demonstrates a commitment to profession-led regulation; and
- Demonstrates ability to effectively manage matters of patient safety and quality of care.

### **Clinical Expertise**

- Maintains clinical knowledge, skills and attributes appropriate to their practice;
- Provides compassionate patient-centred care;
- Demonstrates commitment to quality and safety, together with strategies to address service access.

### **Scholar/ Teacher**

- Demonstrates ability to contribute to the development, dissemination, application, and translation of new medical knowledge and practice.
- Facilitates the medical education of patients, families, trainees and other health professionals and the community.
- Provides the necessary training and commitment to the supervision, mentoring and assessment of medical trainees and students.
- Supports basic laboratory, translational, and clinical research, as appropriate to the Program.

### **Health Advocacy**

- Demonstrates ability to advocate for improvements in health care through involvement in relevant professional bodies and forum.
- Able to respond to individual patient health and educational needs.
- Promotes the maintenance of good health in colleagues and junior medical staff.
- Looks after his or her own health and wellbeing.
- Advocates for improvements in health care.

### **Leadership & Management**

- Demonstrates clinical Leadership with proven ability to exercise sound judgment and provide leadership in professional standards, ethics and a commitment to research and innovation.
- Understands current and relevant medical workforce issues.
- Demonstrates financial management skills with the ability to review cost structures and deliver services within a budget.
- A record of effective leadership and sound management.
- Well-developed written and oral communication skills particularly in relation to influencing consultation and negotiation.

### **Teamwork**

- Demonstrated ability to work in collaboration with members of interdisciplinary teams and committees
- Capacity to be an effective member of the relevant Program, stimulate constructive debate and support colleagues in the achievement of Program objectives.

## Communication

- Able to communicate effectively with team members and colleagues.
- Able to communicate effectively and appropriately with patients and families, including those of diverse cultural backgrounds.
- Maintains clinical and administrative documents accurately.
- Facilitates continuity of patient care through effective communication and handover of relevant information.

## Monash Health Values

**Integrity** - Honesty, open and transparent, admit mistakes, maintains confidentiality, fairness, builds trust.

**Compassion** - Empathy, sensitivity, concern for others, interacts with dignity, tolerance, anticipates needs

**Accountability** - Understands roles, uses resources wisely, delivers on time, timely decision making, achieves stretch goals, takes responsibility for performance

**Respect** - Builds relationships, courteous, listens and understands, gives & receives feedback, sensitivity & understanding, values difference & individual worth

**Excellence** - Supports creativity & innovation, proactive & solution focused, seeks out opportunities, embraces quality improvement, professionalism

## Management Team



**Mr Andrew Stripp**

**Chief Executive**

Andrew has extensive experience in executive roles in a variety of hospitals and health care settings; and within the State Government's Department of Health and Human Services as the Director for the State's mental health system, as Regional Director for Health, Housing and Community Services and as Director of Strategy. Immediately prior to joining Monash Health, he was the Deputy Chief Executive and Chief Operating Officer at Alfred Health.



**Mr Martin Keogh**

**Chief Operating Officer**

Martin Keogh joined Monash Health as Chief Operating Officer after many years of clinical and management experience in a variety of roles within acute health care settings. This has enabled him to develop a broad level of knowledge, skill and understanding of the contemporary drivers for health service performance and the need for continual organisational improvement. Prior to joining Monash Health Martin was acting Chief Operating Officer of Alfred Health.

Having originally trained as a registered nurse, Martin practiced in the areas of emergency and cardiology before finally specialising in intensive care nursing. Subsequently, he embarked on a management career. Martin has a proven track record in identifying and implementing improvements to enhance patient safety, access and importantly enhancing the patients' overall experience. He has a strong interest in patient safety and quality of care initiatives, incorporating evidence based practice.

### Position Vacant

**Chief Medical Officer (Currently Recruiting)**



**Adjunct Professor Cheyne Chalmers**

**Executive Director, Residential Care and Support Services**

**Chief Nursing and Midwifery Officer**

Cheyne is a Registered Nurse with a clinical background of respiratory and palliative care nursing and was involved in the development of national standards and education pathways for nurses in New Zealand during the 1990s. In early 2000 Cheyne was involved in leading the amalgamation of four large hospitals onto one site, in Auckland New Zealand. From 2005-2009 Cheyne was the Director of Nursing at Capital and Coast District Health Board, Wellington, New Zealand. After joining Monash Health in 2009 Cheyne as Chief Nursing and Midwifery Officer, she developed the "Target Best Care" approach to redesign within Monash Health and is the executive lead for Infection Control within Monash Health.



**Mr Stuart Donaldson**

**Executive Director, Financial Services**

**Chief Finance Officer**

Stuart Donaldson joined Monash Health in January 2017. Stuart is an experienced senior finance executive with a strong record of achievement and a wealth of experience in a number of multi-national organisations. His track record demonstrates excellent financial acumen and strategic thinking combined with commercial know-how. He recognises the importance of partnering to deliver excellent outcomes aligned to the overall strategy or an organisation.

Stuart's previous role was Chief Financial Officer at RMIT University since 2010. Stuart has also worked in senior finance roles with multinational fast moving consumable goods, including Cadbury Schweppes, Kraft Foods, Nestle and Pacific Dunlop.



**Mr Emilio Pozo**

**Executive Director, Information Development**

Emilio has more than 20 years' experience in Information Technology having undertaken appointments in a number of global enterprise organisations across various industries, enabling Emilio to develop the skills necessary to successfully manage complex and major business transformation projects. Emilio has worked as an Executive Director at a tertiary health service, has led EMR related programs and developed solutions in acute, subacute and community health settings.

As Executive Director Information Development, Emilio has executive accountability for leading a multi-million, multi-year hospital wide Electronic Medical Record (EMR) program as well as having operational accountability for Information Technology across the entire health service. The EMR is a digital version of the patient record that will transform the way in which Monash Health delivers high quality health care to its patients.



**Ms Karen Lowe**

**Executive Director, People and Culture**

Karen joined Monash Health as Executive Director People and Culture in September 2016 with a broad range of experience across many industries including chartered accounting, utilities, steel, professional services and banking. She has developed her passion for people through a variety of roles including shared services, finance, human resources and general management roles.

Karen's most recent role was Head of H R – Branch Banking for NatWest, Royal Bank of Scotland and Ulster Bank based in Scotland.



**Mr Geoff McDonald**

**Executive Director, Capital and Infrastructure**

Geoff McDonald joined Monash Health in December 2016 after many years of experience working within the mining and petrochemical, sports and entertainment venue management and health industries. Most recently he has held executive roles with the Melbourne and Olympic Parks Trust where he has led the facilities maintenance and capital planning areas, and prior to this at Austin Health and Alfred Health.

Geoff has worked in both the private and public sectors managing infrastructure planning for large facilities and leading projects from feasibility planning through to commissioning and completion.



**Ms Louise Kanis**

**Executive Director, Communications and Engagement**

Louise joined Monash Health in February 2018. In a career spanning more than 20 years, Louise has headed corporate affairs for a major Melbourne transport consortium, established the communications and marketing function for a multinational financial services firm, driven the communications for a university undergoing major change during and built her own agency servicing marquee external clients across a diverse range of industries.

Louise has served on Australian executive management groups, an international marketing and communications executive team, a crisis management executive, as a director of a charitable foundation and as the co-owner and director of her own company.



**Professor Carlos Scheinkestel**

**Executive Director Quality, Safety and Patient Experience**

Carlos' remit is to drive and support the organisation in the delivery of reliably safe, high quality care that consistently meets or exceeds best practice standards and expectations.

His track record includes leading a large and complex department to achieve international recognition as a centre of excellence in patient outcomes, research and education and win four Victorian Public Healthcare awards, the AHRI Wayne Cascio Award for organizational change and development, an Australian Business Award for Service Excellence, an Australian Mobile and App Design Award, The Best of the Best International Nutrition Competition four times and an ELSO Centre of Excellence twice.

He has served on government committees, has a number of publications, received an NHMRC research grant, and given many invited presentations, both nationally and internationally.

He is an adjunct clinical professor with Monash University and recently completed studies focussing on leadership in disruptive times, obtaining a Specialist Certificate in Executive Leadership at the Melbourne Business School.