

Executive Brief

**Monash Health
Chief Medical Officer**

**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

Staff	More than 17,000 employees
Investment	\$1.8 billion spent delivering their health services
Research	More than 900 research projects involving patients, either in clinical drug or device trials
Sites	More than 40 sites including: Seven public hospitals 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.

Our Medical Workforce

Monash Health employs over 2,700 doctors providing care in nearly every medical and surgical specialty.

Our 1,300 junior doctors have opportunities for training in a full range of vocational training specialties. Monash Doctor Education provides comprehensive clinical supervision and assessment of our 108 interns.

On any day typically there are about 90 Monash doctors seconded to other Victorian hospitals and over 20 doctors seconded in from specialist Victorian hospitals.

Monash Health has an established doctor support system with a Wellbeing Officer, peer supporters and mentoring available. Well-developed relationships with Monash University and the Monash Health Translation Precinct provide excellent opportunities for academic and research interests.

Chief Medical Officer – 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 defining the future, aligning people with our vision, and removing obstacles to allow people to see this vision.

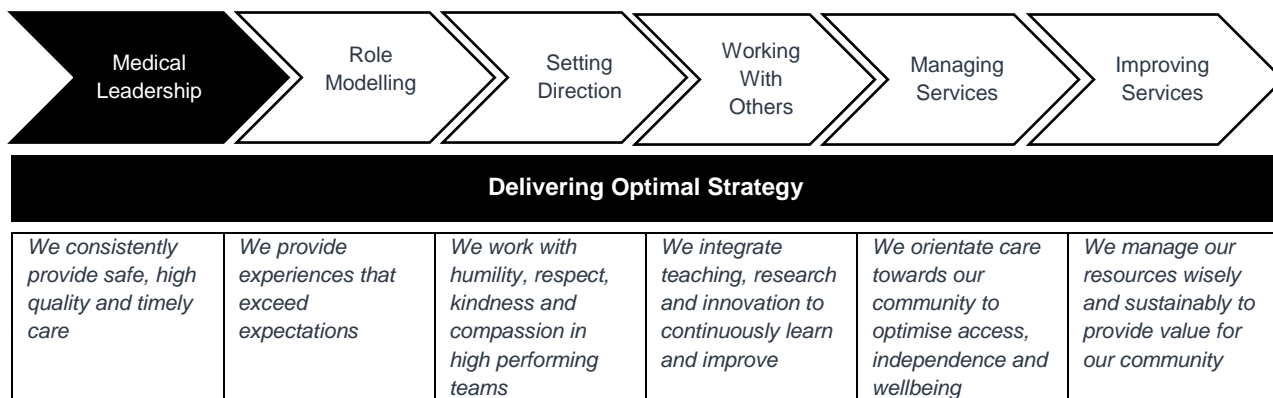
We believe the key to building high quality healthcare is good medical leadership. Monash Health is interested in the teaching and role modelling of medical leadership as well as ensuring that leadership education for doctors starts earlier and continues throughout their careers. In addition to the technical 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.

Monash Health is therefore in search of a Chief Medical Officer to motivate, inspire, and align strategy and to establish direction for individuals and the systems in which they work. This transformational approach is focussed and through role modelling and education releasing human potential through empowerment and the development of others.

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.

The Chief Medical Officer at Monash Health is required to deliver a medical leadership framework that recognises:

- leadership is the responsibility of all doctors at every stage of their career through a shared leadership approach
- shared leadership delivers the best results through a shared sense of responsibility for the success of the organisation and the quality of the services provided
- at every level, be it within a ward based team or the directorate, it is not just those in designated leadership roles who contribute leadership behaviours



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

Medical Doctor Engagement

- Working with Monash, to improve the lives of patients, and all of the lives the organisation comes into contact with, including the lives of other medical doctors
- identifying and growing medical leaders
- communicating the organisation's core goals, offering training when necessary, improving opportunities for medical doctors to have input into strategies and plans that affect them, and providing ongoing career support
- equipping medical doctors for the management and implementation of change
- raising medical doctors level of influence and executive input. Assisting doctors to develop stronger communication, relationship and network building skills

Medical Workforce Strategy and Planning

- assessing the impact of service growth and taking a more structured and proactive approach to building and maintaining the Monash Health medical workforce
- identifying and responding to ongoing and emerging health workforce policy challenges
- tackling challenges in balancing service provision and training and driving the development of Monash Health as an employer of choice for doctors in training
- understanding of system-level and individual-level determinants of doctors' choices / patterns of workforce participation, and implementing innovative strategies ensuring that now and in future there are sufficient doctors, with the right skills, in the right places

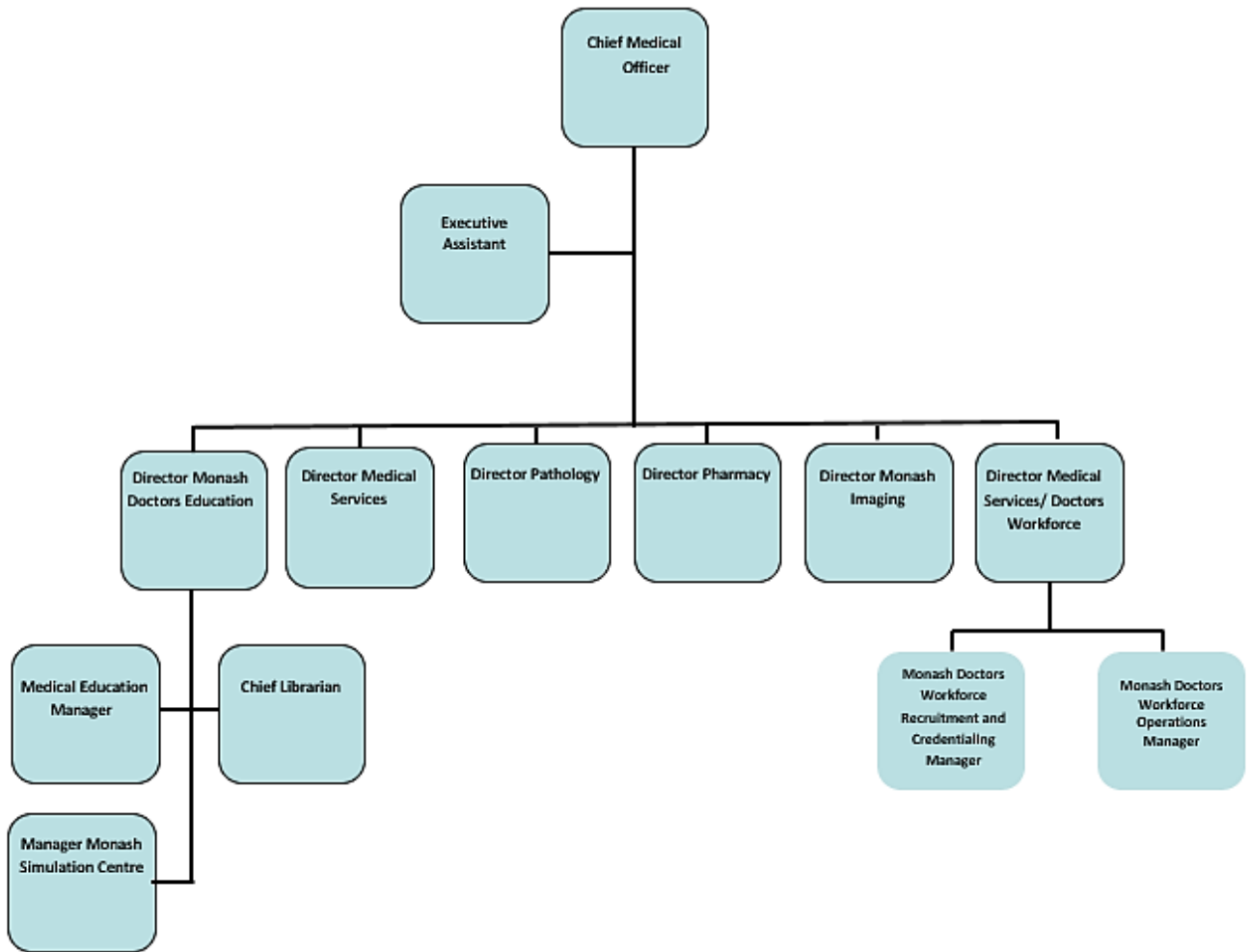
Peer, Line and Executive Leadership

- forging alliances and aligning goals that create meaningful operational liaison to deliver safe, high quality care
- influencing medical doctors, medical leaders, the executive and board to create working relationship that benefit all, thereby developing a unified culture that leverages respective strengths
- demonstrating accountability for outcomes to the CEO, Board and other senior stakeholders with respect to engaging and aligning medical staff, improving performance metrics and improving quality of care
- showing decisive, evidence based leadership and continually working on improving how things are done, seeking different perspectives, and bringing people along a purposeful mission
- understanding and working with the political, economic, social, and technological drivers for change across the organisational and systemic contexts
- creating a working environment which is open and participative, where ideas and good practice are shared, where education and research are valued

Clinical Governance Best Practice

- ensuring clinical governance is rigorous in its application, organisation-wide in its emphasis and accountable in its delivery,
- integrating service performance, clinical quality and financial control at every level.
- pursuing best practice in:
 - Professional performance (technical quality)
 - Resource use (efficiency)
 - Risk management
 - Patients' satisfaction with the service provided
- minimising variations in quality and safety performance through acting on failures in standards of care whether detected through complaints, audit, untoward incidents, or routine surveillance
- addressing how good practice can be recognised in one service and transferred to others

Organisational Chart



Job Summary (Purpose/Key Result areas/Scope)

The position provides professional leadership to all medical staff across Monash Health and high level expert medical administrative advice to the Monash Health Board, Chief Executive and other members of the Executive.

As the professional lead it will work closely with our Program Directors and General Managers and will lead and drive the contribution of our medical staff in our relentless pursuit of excellence. The role will ensure that professional governance for medical staff reflect best practice and accords with legislation, regulations and standards. It will be the executive sponsor for programs of work related to the professional governance of medical staff including medical workforce management. This function includes the attraction, appointment retention, development, wellbeing, credentialing and education of our medical workforce.

The position will have executive responsibility for the Pathology, Radiology and Pharmacy clinical programs and work closely with the relevant Program Directors. Program Directors will have a professional reporting line to the Chief Medical Officer. As a key member of the Monash Health Executive Team it will contribute to the delivery of our strategic plan.

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 interprofessional 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
- Executive leadership to support the delivery of Pathology, Radiology and Pharmacy services across the business
- Achieve financial targets including achievement of productivity initiatives

Scope

Dimensions	Budget	Equivalent Full Time Staff	Direct reports
	\$ 275 m	1,195	<ul style="list-style-type: none"> • Director Medical Services x2 • Director Monash Doctors Education • Director Pathology • Director Pharmacy • Director Radiology • Program Directors (Professional reporting line)

Key relationships	Internal	External
	<ul style="list-style-type: none"> • Board • Chief Executive • Senior Medical Staff • Executive Management Team • Medical Executive • Senior Leadership Team 	<ul style="list-style-type: none"> • Metropolitan Medical Executive • Health Sciences Faculty, Monash University • Monash Clinical School • Postgraduate Medical Council of Victoria • Australian Medical Association • Specialty Medical Colleges • Australian Health Practitioners Registration Authority

Responsibilities/Accountabilities

Strategic Management

- As part of the Executive Team, set the direction and ongoing development for the Medical workforce and contribute to the overall achievement of 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
- Benchmarking and linking best practice with actual performance in medical professional governance quality systems, measures and culture
- Understand and analyse medical governance quality 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

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
- Represent Monash Health in various professional, industry, media and Government forums

Governance

- Developing an appropriate 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 people 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 employees 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

Financial Management

- Ensure there is financial responsibility and accountability across the medical workforce portfolio 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 medical workforce configuration and service outcomes 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*)

- MB, BS
- FRACMA
- Registered as a medical practitioner
- Current driver's license

Technical Skills/ Knowledge / Experience

- Extensive senior management/ leadership 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 a high level commitment to ethical practice;
- Recognises medico-legal issues;
- Demonstrates a commitment to profession-led regulation; and
- Demonstrates a high level ability to effectively manage organisation wide clinical risk.

Clinical Expertise

- Demonstrates a commitment to maintain clinical knowledge, skills and attributes appropriate to their practice;
- Demonstrates a consistently high level of judgement with respect to decision making;
- Demonstrates a high level understanding about the professional governance arrangements of medical staff of a major health care organisation; and
- Demonstrates a high level understanding about the clinical governance arrangements of a major health care organisation.

Scholar/Teacher

- Demonstrates a commitment to their own ongoing personal and professional development;
- Is able to evaluate medical information and its sources, and apply appropriately to organisation wide clinical service planning/operations;
- Demonstrates a sound understanding of the teaching and learning requirements of medical trainees as well as the continuing medical education requirements of other medical staff; and
- Demonstrates the ability to contribute to the development, dissemination, application, and translation of new medical knowledge and practice.

Health Advocacy

- Demonstrates a high level understanding of the processes available to support potentially medically impaired colleagues; and
- Demonstrates high level advocacy skills with a focus on improvements in health care.

Management and Leadership

- Demonstrates the ability to allocate finite healthcare resources appropriately; and
- Demonstrates exceptional leadership skills in a major health care organisation.

Teamwork

- Is able to work in collaboration with members of interdisciplinary teams;
- Effectively works with other health professionals to minimise inter-professional conflict and maximise patient care;
- Is able to develop rapport and trust of medical staff;
- Is able to accurately elicit and synthesise relevant information from colleagues and other professionals;
- Is able to convey relevant information and explanations to colleagues, other professionals, and the media; and

- Is able to develop a common understanding (with patients, families, colleagues and other professionals) on issues, problems and plans.

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

Other Position Requirements

- As a Monash Health executive position there is a requirement for working across multiple sites and locations

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.