

DERWENT | CANDIDATE BRIEFING DOCUMENT



The Royal **Children's**
Hospital Melbourne

CHIEF EXECUTIVE OFFICER

JUNE 2021 | STRICTLY CONFIDENTIAL



The Royal **Children's**
Hospital Melbourne

derwent

Contents

Leadership for a new era at The Royal Children's Hospital	3
About The Royal Children's Hospital.....	4
Our Work and Culture	5
The RCH Compact – Better Together	6
RCH Governance.....	6
Strategic Goals.....	7
The Organisation Life Cycle Stage.....	8
Research at the Melbourne Children's Campus.....	10
Organisational Structure	11
Position Description	12
Application Process and Timelines	18

Leadership for a new era at The Royal Children's Hospital

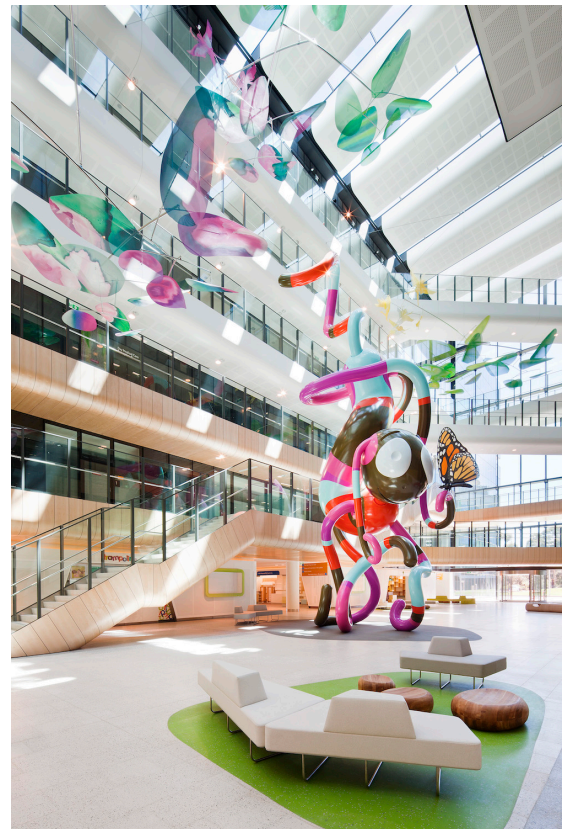
Established in 1870, The Royal Children's Hospital (RCH) has earned a global reputation for providing the highest levels of paediatric and adolescent clinical health services which includes tertiary and quaternary care for the most critically ill patients. With a budget of \$850m and staff of 6,000, RCH is a thriving and successful health service with highly committed staff and a sharp focus on quality and patient centred care.

The RCH is located within the Melbourne Biomedical Precinct, one of the leading health, education, research and training environments in the Asia Pacific region. Within the precinct, RCH is a cornerstone member of the Melbourne Children's Campus partnering with the Murdoch Children's Research Institute, The University of Melbourne Department of Paediatrics and The Royal Children's Hospital Foundation across a world class paediatric academic health centre. Each organisation contributes to a paediatric academic health centre which is greater than the sum of its parts. The continuing success of the Melbourne Children's Campus partnership is testimony that strong leadership, underpinned by an ability to work collaboratively and in the interests of children and young people everywhere.

At RCH, we have enjoyed a period of sustained and dedicated executive leadership which has seen the hospital become globally recognised for excellence in care, progressive and innovative healthcare communication, a robust EMR and establishing successful, effective partnerships across government, business and community.

Following the retirement of our CEO, RCH is now seeking an outstanding individual to lead the organisation on its next stage of evolution. Reporting to the Board, the successful candidate will:

- Provide inspirational leadership to the community, the organisation and its staff, partners and stakeholders, ensuring RCH delivers its strategy within agreed budgets;
- Lead and inspire an established team of nursing, medical, allied health and operations professionals, ensuring the culture supports all staff to deliver true excellence;
- Cultivate a collaborative and contemporary culture centred around patient safety and the delivery of the highest quality of care;
- Work with clinical, research, academic and corporate partners and stakeholders to create innovative, sustainable and world class medical and research outcomes which translate into improved patient outcomes;
- Manage financial performance and outcomes in an increasingly budget constrained environment;
- Act as an ambassador and advocate for RCH across various stakeholder groups at a local, state, national and international level.



We also see the current global pandemic as an opportunity to build upon a 'unique moment' which requires visionary leadership, a strategic mindset, strong business acumen, an inclusive and empowering leadership style, strong stakeholder relationship management and community engagement skills, and the highest levels of personal integrity. The pandemic has wrought changes to the Victorian healthcare operating environment and demonstrated the region's capacity to undertake strategic collaboration through combined leadership expertise and a shift towards more collective responsibility to deliver health system goals. We hope to see this continue.

We believe great leadership is required to provide a high trust environment, a positive experience and a safe place for every team member to flourish and be at their best. Launched in 2018, the RCH Compact is our key cultural artefact and it's important that our new CEO be the Executive Sponsor and exemplary role model for our Compact. It was developed through focus groups involving more than 2,500 staff. The feedback gathered provided insight into what mattered most to our people and how we could create a safe and positive workplace culture. RCH's 76% employee engagement rating is a reflection of the healthy culture we enjoy.

It is a new era for the organisation now as we look to the future and the opportunity to build on the great work that has already been done. We are immensely proud of our reputation and legacy but there is more to do, and we look forward to welcoming our next CEO and partnering to deliver our vision, to be a great children's hospital – known for delivering **Great Care, Everywhere.**

About The Royal Children's Hospital

The Royal Children's Hospital (RCH) has been providing outstanding care for Victoria's children and their families for more than 150 years. We are the major specialist paediatric hospital in Victoria and our care extends to children from Tasmania, southern New South Wales and other states around Australia and overseas.

With a passionate, highly skilled and committed staff of more than 6000, we provide a full range of clinical services, tertiary care and health promotion and prevention programs for children and young people.



We are the designated state-wide major trauma centre for paediatrics in Victoria and a Nationally Funded Centre for cardiac and liver transplantation.

When it comes to training and research we partner with the very best. Our campus partners, the Murdoch Children's Research Institute (MCRI) and The University of Melbourne Department of Paediatrics, along with the RCH Foundation, are on site with the hospital in Parkville. Together, we are committed to improving the health outcomes for children today and in the future.

The RCH is a key member of the Victorian Paediatric Clinical Network, working to implement the Department of Health Strategic Framework for Paediatric Health Services in Victoria (2009).

The RCH actively contributes to the implementation of Victoria's Cancer Action Plan 2008–11 through membership of the Paediatric Integrated Cancer Service (PICS) and the Victorian Comprehensive Cancer Centre (Victorian CCC).

The RCH also leads a number of state-wide services, including:

- Victorian Paediatric Rehabilitation Service (with Southern Health, Bendigo Health, Eastern Health and Barwon Health): delivering paediatric rehabilitation services to children, adolescents and their families.
- Victorian Paediatric Palliative Care Program (with Southern Health and Very Special Kids): providing a multidisciplinary approach to palliative care for children across Victoria.
- Victorian Forensic Paediatric Medical Service (with Southern Health and Victorian Institute of Forensic Medicine): providing assessment and care for abused, assaulted and neglected children and adolescents.
- Victorian Infant Hearing Screening Program: conducting hearing screenings of newborn babies while they are in hospital. The delivery of this service involves working with diagnostic audiology and early intervention services from across Victoria, Australian Hearing, Cochlear Implant Clinic, Royal Victorian Eye and Ear Hospital, The University of Melbourne School of Audiology and Department of Education and Early Childhood Development.

For further information about The Royal Children's Hospital please visit www.rch.org.au

Our Work and Culture

Vision

The Royal Children's Hospital, a great children's hospital, leading the way.

Mission

The Royal Children's Hospital improves the health and wellbeing of children and adolescents through leadership in healthcare, research and education.

Values



UNITY

We work as a team and in partnership with our communities



RESPECT

We respect the rights of all and treat people the way we would like them to treat us



INTEGRITY

We believe that how we work is as important as the work we do



EXCELLENCE

We are committed to achieving our goals and improving outcomes



The RCH Compact – Better Together



At The RCH, we are committed to creating a culture that delivers great care, with no harm to our patients and provides respect to each other and all patients and families. We recognise that to achieve this, we must first care for each other.

Our Compact is a commitment from every one of us that it's not just what we do that matters, it is how we do it. We know that a positive working environment translates to improved patient experience and outcomes. This further enables us to deliver Great Care, Everywhere.

By defining what is appropriate behaviour, acknowledging personal responsibility to behave in that way, and by asking others to hold us accountable for our actions, our Compact will contribute to a more respectful work environment.

The Compact is generously supported by The RCH Foundation.

RCH Governance

The RCH's Board derives its powers from the *Health Services Act Victoria 1988* and hospital by-laws and has agreed objectives outlined in the Health Minister's annual Statement of Priorities, government policy and the agreed strategic plan.

Strategic Goals

Our strategic plan is our road map for the future. Great Care, Everywhere is The Royal Children's Hospital (RCH) strategic plan for 2019-21. This plan reflects our commitment to maintaining the quality care we deliver within the hospital, while also pursuing new opportunities to support better health and well-being outcomes for children and young people everywhere. Great Care, Everywhere has been developed in consultation with patients, their families, our community and staff.

In response to our previous strategic plan, we have embedded Great Care into everything we do, in order to realise our vision of being a great children's hospital, leading the way. Building on these domains of Great Care, we will strengthen our ability to support the delivery of Great Care, Everywhere by embracing three key commitments:



Figure 1. The RCH Great Care Triangle

Further information on the RCH including the RCH Strategic Plan 2019-21 Great Care, Everywhere is available at www.rch.org.au

The RCH CEO leads this Strategy and plays a pivotal role in enabling its three pillars:

- **Innovate**: creates a culture of innovation
- **Collaborate**: is an active participant in health sector and government collaboration
- **Advocate**: is the RCH's spokesperson in advocating for children and young people

The Organisation Life Cycle Stage

The RCH is mature and stable. The current three-year Strategic Plan referenced above is due to be refreshed this year and the Executive Team has already identified its next strategic priorities to further develop and agree with the Board, including:

- Achieving funding for and commencing some key capital works (e.g. Emergency Department expansion, Level 5 additional 30-bed ward) are a priority to respond to the increased demand
- Modernisation of care models – leveraging technology to provide Great Care, Everywhere including a digital health and virtual care strategy
- Appropriate and scalable commercialisation opportunities
- Adopting an improvement methodology (e.g. LEAN) which will support red tape busting, distributed leadership and an empowered workforce
- Continually improve the patient experience through innovative and responsive models of care enacting two key People programs – the Leadership Development Program and Staff Mental Health Strategy
- Responding to the Mental Health Royal Commission and implementing a comprehensive mental health strategy for patients
- Continuing to participate in Campus-wide initiatives and continuing the development of the Melbourne Children's Campus as a world-leading child-health partnership and thought leader are key accountabilities for the Chief Executive Officer role.

The Chief Executive Officer of RCH is responsible to the Board of Directors for the strategic and operational performance of the hospital as determined by agreed key result areas and performance indicators. This involves the highest quality care, education and research, a sound and sustainable financial position, strong staff engagement, support and effective relationships with key external stakeholders, community, and consumers of care.





Research at the Melbourne Children's Campus

The mission of The Royal Children's Hospital (RCH), in conjunction with our Campus partners, is to improve the health and wellbeing of children and adolescents through leadership in healthcare, research and education.

The Royal Children's Hospital is co-located with Campus partners the Murdoch Children's Research Institute and the University of Melbourne Department of Paediatrics. Together the campus partners are known as the Melbourne Children's. Research at the Melbourne Children's is a collaboration between scientists, researchers and doctors and allows research findings to be quickly put into practice.

On Campus, The Royal Children's Hospital is the custodian of clinical care, The Murdoch Children's Research Institute is the custodian of research and the University of Melbourne is the custodian of education. MCRI provides a dedicated research precinct on site and encompasses laboratory, clinical and public health focuses in its work.

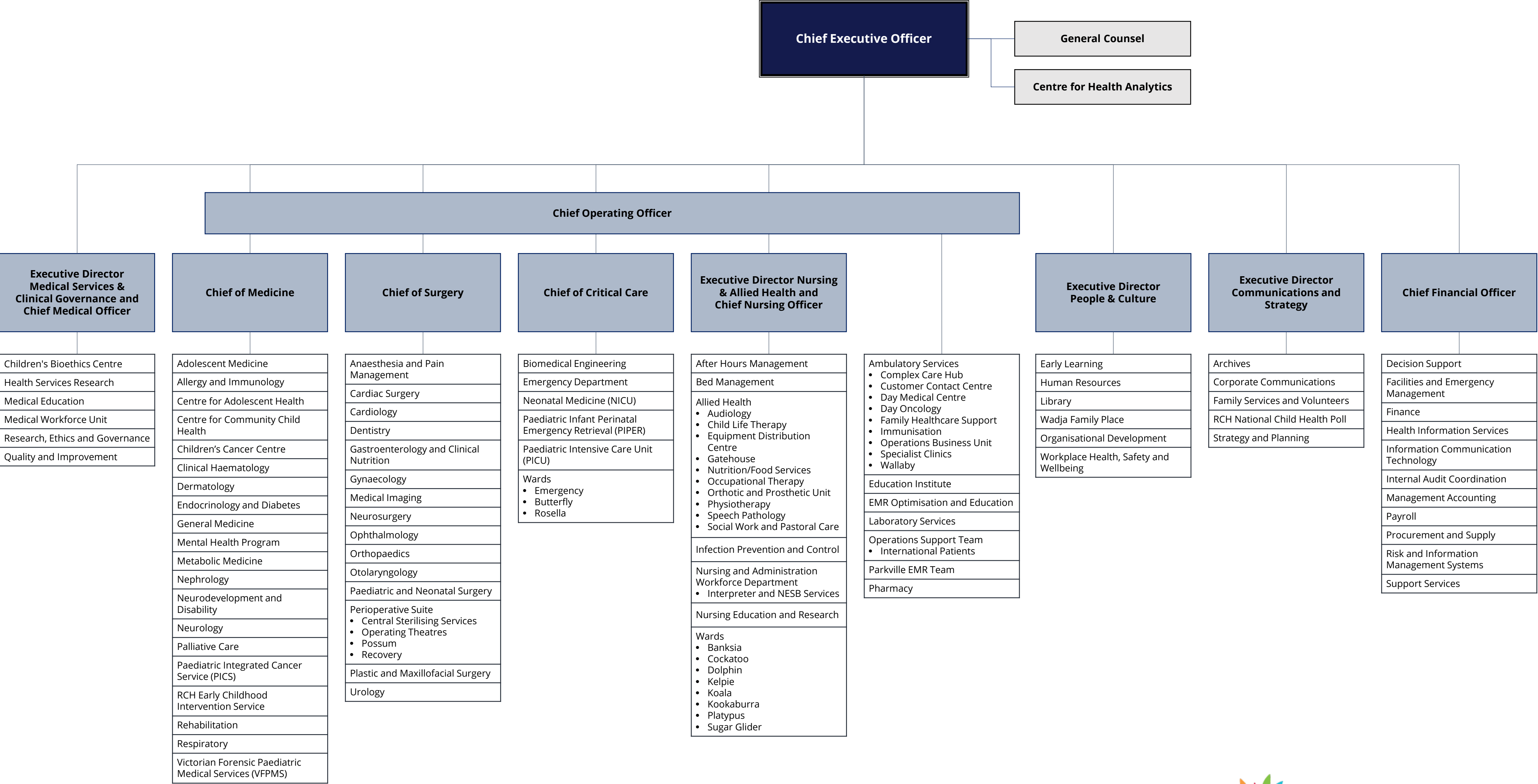
The University of Melbourne is the largest research University in Australia. The University has collaborated in a significant number of projects on Campus and maintains a high research profile at The Royal Children's Hospital through the research activities of the Department of Paediatrics.

Our aim is to perform ground-breaking translational and patient-orientated research across the breadth of paediatric disciplines.

This includes:

- Developing innovative treatments and therapies for our patients, using our state of the art facilities
- Performing high quality clinical trials, both investigator and industry-led
- Developing novel and improved diagnostics for our patients
- Understanding and preventing the development and progression of childhood illnesses





Position Description

Position title	Chief Executive Officer		
Department / Division	Executive		
Classification	Health Executive Employment and Remuneration (HEER) CEO band	Employment Status	Full Time – Fixed Term (Three/Five years)
Direct reports	<ul style="list-style-type: none"> Executive Directors x 9 Legal Counsel Director – Centre for Health Informatics Executive Assistant 		
Position reports to	Chair/RCH Board		
Location	The Royal Children's Hospital, Flemington Road, Parkville		

The Royal Children's Hospital

The Royal Children's Hospital's (RCH) vision is to be a great children's hospital – delivering Great Care, Everywhere.

RCH is located within the Melbourne Biomedical Precinct, with more than 45 world-class biomedical organisations and more than 50,000 of the brightest minds working together to make the Precinct number one in the Asia Pacific region for health, education, research, and training. Within this, RCH is also a cornerstone member of the Melbourne Children's Campus, partnering with Murdoch Children's Research Institute, The University of Melbourne Department of Paediatrics and The Royal Children's Hospital Foundation. Each organisation contributes to a paediatric academic health centre which is greater than the sum of its parts.

RCH has cared for the children and young people of Victoria for more than 150 years since it was founded in 1870. A full range of paediatric and adolescent health services are provided plus tertiary and quaternary care for the most critically ill and medically complex patients in Victoria, Tasmania, southern NSW and other states around Australia and overseas. The RCH is the only provider of heart transplant services and CAR T-cell therapy for paediatrics in Australia. RCH is an effective advocate for patients and their families with a particular focus on vulnerable children and increasingly, mental health in young people. The hospital also supports many health promotion and prevention programs. The Hospital has more than 6,000 staff, a budget of \$850M, 12 wards and 350 beds. Annually, the RCH has 300,000+ Specialist Clinic appointments, 90,000+ Emergency Department presentations and 20,000 elective surgeries.

The RCH is committed to working with health services across the state and plays a significant role in many critical state and nationwide services. We work collaboratively with hospitals to deliver the right care, in the right place, at the right time, for the benefit of all Victorian children. The RCH is committed to the safety and wellbeing of all children and young people.

Further information on RCH is available at www.rch.org.au

ROLE PURPOSE

The Chief Executive Officer of RCH is responsible to the RCH Board of Directors for the strategic and operational performance of the hospital as determined by agreed key result areas and performance indicators. This involves ensuring the highest quality care; advocacy and ambassadorship; innovation, education and research; cultivating a positive workplace culture and staff engagement; a sound and sustainable financial position; and effective relationships/partnerships with the community, consumers of care, campus partners and other stakeholders.

The RCH's Board derives its powers from the Health Services Act Victoria 1988 and hospital by-laws and has agreed objectives outlined in the Health Minister's annual Statement of Priorities and RCH Strategic Plan.

KEY ACCOUNTABILITIES

Quality

- Ensure all services are at world best standard through the provision of an interactive leadership style that facilitates and supports Great Care
- Work with key stakeholders to establish priorities for clinical improvement and to monitor the impact of quality improvement activities, including with Safer Care Victoria and the Department of Health
- Ensure that systems are in place to maximise clinical effectiveness and to minimise risk (including the collection and monitoring of risk data and the utilisation of such data to improve clinical practice, e.g., Centre for Health Informatics)
- Contemporise care models – leveraging technology to provide 'Great Care, Everywhere' including digital health and virtual care strategy
- Lead, motivate and develop teaching and research roles to achieve the strategic directions for all paediatric and adolescent services
- Continually improve the patient experience through innovative and responsive models of care
- Advocate for the health and wellbeing of children and young people

General Governance of the Hospital

- The establishment and maintenance of policies and procedures for the efficient governance and conduct of the Hospital
- Hold the hospital and its staff to the highest standards of conduct and integrity
- Accountability for ensuring good governance and appropriate financial management practices and reporting, in line with the Financial Management Act 1994, and supported by the Standing Directions of the Minister for Finance, who will specify matters that must be complied with by public bodies, and who provides advice and general guidance on best practice in complying with the requirements

Strategic and Operational Planning

- Ensure an ongoing strategic and operational planning cycle is in place
- Implement strategies to achieve the objectives agreed with the Board, in particular, develop agreed growth and service development priorities and strategies to ensure appropriate resource allocation and organisational change
- Ensure the Hospital's service planning and projects are completed within required timeframes and allocated resources
- Communicate the Hospital's Vision and strategy to engage the workforce and other stakeholders

Financial Management

- Oversee the financial management of the Hospital and ensure there is a robust budgetary control process across the organisation
- Explore and enact appropriate and scalable commercialisation opportunities
- Adopt an improvement methodology (e.g., LEAN) to facilitate distributed leadership, an empowered workforce and maximise resource efficiencies

People Management

- Provide a Positive Experience and a Safe Place for staff as well as patients and visitors
- Champion the RCH Compact and embed a culture where the pledges of the Compact are operationalised and central to decision-making
- Build high trust and constructive relationships with staff and their representatives, through open communication and effective consultative mechanisms
- Cultivate a positive culture that values and embeds equity, diversity and respect
- Monitor staff engagement, openly communicate results to staff and prioritise organisational response

Relationship Management and Team Building

- Develop a strategic approach to the development of relationships with community and consumer organisations in support of the strategic directions of paediatric and adolescent services
- Collaboratively engage with other health services, the Department of Health and key regulators to support the policy directions of the government
- Liaise with the RCH Foundation, Murdoch Children's Research Institute (MCRI), University of Melbourne Department of Paediatrics and other teaching and educational institutions to ensure effective working relationships which support the strategic directions, particularly through constructive participation as a member of the Campus Council
- Collaborative engagement with the Parkville Precinct hospitals and the newly formed West Metro Health Service Partnership to explore and enact opportunities for shared services and efficiencies
- Contribute to the work of the RCH Foundation to ensure its continued success in fundraising and in setting the public image of the RCH
- Act as the official spokesperson for the Hospital in communications with the media

EXPERIENCE, QUALIFICATIONS AND COMPETENCIES

Visionary and Inspiring Leadership

- Proven ability to set, communicate and achieve bold strategic objectives
- Has a commitment to maintaining RCH as the number one children's hospital in the nation, effectively balancing this goal with financial stability
- Has an authentic and confidence-inspiring leadership style that resonates with the clinical community, academic leadership, the hospital staff, the community, government and donors
- Has a sense of urgency for embracing opportunities and implementing innovations and plans. Encouraging and valuing staff participation and engagement in those plans
- Set continually higher goals that are ambitious but realistic for self and team, geared to organisational objectives
- Focus on new business opportunities that enable business development targets to be exceeded

Business Acumen

- Has a passion for this opportunity but also a strong understanding of the operational and fiscal goals necessary to support success
- Track record of successfully executing a strategic financial plan in concert with an overall strategic plan
- Has superior analytical skills in addition to strategic skills with the ability to effectively solve complex, multi-faceted problems
- Strength and capability to make the necessary decisions to enable the RCH to continue to meet its objectives in the long term
- Ability to build on RCH's international reputation and standing whilst operating in a 'tight fiscal environment' where 'demand exceeds response'

People Leadership

- Has led teams of 1,000+ people and is able to build strong relationships with clinicians. Demonstrated ability to cultivate a collaborative, open and engaged culture between executives and clinical teams
- Understanding and recognition of factors impacting on a high trust culture, safety, respect, equity and diversity within the workforce and demonstrated ability to re-calibrate where required
- Demonstrated approach to building strong and resilient teams (including the executive team) and fostering their growth and development
- Empower direct reports and create an open and collaborative team culture with efficient decision-making processes
- Observe and nurture the positive dynamics of the team and facilitate executive development
- Ability to excel in a team-based environment and able to balance organisational culture and heritage with the need to develop a contemporary, agile organisation

Collaborating and Influencing

In an environment with a broad range of key stakeholders encompassing state and federal governments, academic and research institutions, and community with a broad range of personalities and interests, can:

- Facilitate discussions to enable individuals to collaborate with each other independently; and promote co-operation across multiple parties
- Develop an explicit understanding of which relationships are most important to the organisation and its stakeholders, build a network prioritising these relationships
- In support of ongoing policy and strategy development, can effectively engage and influence a broad stakeholder group across government, medical, academic and community spheres

Patient Care and Quality

- Demonstrated success in advocacy, and development and implementation of public policies which engage the broader community
- Ability to capture the benefits that health data analytics provide to drive improvements in care and better health outcomes for patients. Support, use and develop the RCH Electronic Medical Record (Epic EMR), to improve care and reduce harm to patients and their families
- A focus on quality of care, continuously improving and minimising risks. Nurturing an environment of excellence in care for patients. Ability to translate learnings and communicate them broadly
- Ability to embed research more deeply across the operations of the hospital and translate it into practice to develop evidence-based achievements. Can attract international clinicians and researchers to the hospital

Personal Characteristics

- Has high energy and enthusiasm to lead RCH to be the best it can be
- Has the highest moral and ethical standards
- Personal values and behaviours align with values of RCH
- Receptive to feedback
- Collaborative, fair and decisive leadership style
- Is comfortable and credible in representing and communicating RCH's values and standards to all stakeholders, staff and related public
- Proven ability to quickly earn the respect of staff, the medical community and philanthropic leaders
- Track record of being a visible and engaged leader
- Is a proven and skilled negotiator with the ability to pull together multiple stakeholders with different agendas

Qualifications

- An undergraduate degree in a business or clinical discipline, complemented by a post graduate business qualification such as an MBA

KEY SELECTION CRITERIA

- Tertiary qualifications as above
- Experience in working with a Board of Directors
- Proven successful leadership and change management achievements at a CEO or executive management level in a large, complex, multi-disciplinary healthcare organisation
- A knowledge of paediatrics and the Australian and Victorian public hospital management system would be advantageous but not critical
- A people leader of the highest calibre who can demonstrate evidence of improving organisational culture and employee engagement
- Demonstrated contemporary approach to business process improvement, distributed leadership and employee empowerment
- Successful relationship manager with key stakeholders including sector, government and other key partners
- Demonstrated experience in leveraging technology, innovation and data for significant business improvement
- History of successful ambassadorship and advocacy for an organisation's brand, reputation and customers

IMPORTANT INFORMATION

All employees are required to adhere to The Royal Children's Hospital Values:

- Unity - We work as a team and in partnership with our communities
- Respect - We respect the rights of all and treat people the way we would like them to treat us
- Integrity - We believe that how we work is as important as the work we do
- Excellence - We are committed to achieving our goals and improving outcomes

RCH COMPACT

All new and existing employees commit to the RCH Compact to contribute to a strong and respectful culture.

- We do better work caring for children and families when we also care for each other
- I bring a positive attitude to work – I share, I laugh, I enjoy other's company
- I take responsibility for my behaviour and its impact on others
- I am curious and seek out ways to constantly learn and improve
- I celebrate the good stuff, the small stuff, the big stuff – it all matters
- I speak up when things aren't right
- I value the many different roles it takes to deliver great patient care
- I actively listen because I want to understand others and make better decisions
- I am inclusive and value diversity
- When it comes to teamwork, I don't hold back – I'm all in

QUALITY, SAFETY AND IMPROVEMENT

RCH employees have a responsibility and accountability to contribute to the organisation's commitment to Quality, Safety and Improvement by:

- Acting in accordance and complying with all relevant Safety and Quality policies and procedures
- Identifying risks, reporting and being actively involved in risk mitigation strategies
- Participating in and actively contributing to quality improvement programs
- Complying with the requirements of the National Safety & Quality Health Service Standards
- Complying with all relevant clinical and/or competency standards
- Complying with the principles of Patient and Family Centred Care that relate to this position

The RCH is committed to a diverse and inclusive workforce. We encourage applications from Aboriginal and Torres Strait Islander people, all members of the LGBTQI community and people with disability.

Position description last updated

24 May 2021



Application Process and Timelines



Robert Macmillan – Partner

E: rmacmillan@derwentsearch.com.au
P: +61 (0)421 593 535

Rob is a Sydney Partner in our Health practice and works with public, private and not for profit hospital, health, aged care, disability and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both

nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent.



Catherine Reidy – Principal

E: creidy@derwentsearch.com.au
P: +61 (0)435 285 344

Catherine is a Principal Consultant in our Victorian Health care practice. With over 15 years' executive search experience, Catherine's diverse skill set enables her to look like, overcoming leadership challenges at Board, C Suite and senior executive levels. As a specialist advisor in

corporate and clinical search assignments across Healthcare, Public Sector and Higher Education, Catherine has deep sector expertise enabling her to gain a thorough understanding of her client's needs. Prior to joining Derwent Catherine held corporate and specialist search roles with respected organisations in Australia and Ireland.

To Apply

The Royal Children's Hospital has engaged the executive search firm Derwent to assist with this appointment. Derwent will support the selection panel to identify the widest possible field of qualified candidates and to assist in the assessment of candidates against the requirements for this role.

Interested candidates should provide a confidential email address and suitable daytime and evening telephone contact details, as well as details of their availability during this period. In submitting your application, you should include the following:

Covering Letter	Curriculum Vitae
Please send a brief application letter (no more than 2 pages) addressing the Key Selection Criteria	A standard CV – MS Word or PDF.

Timelines

Applications close on **Sunday July 11th 2021**.

For a Confidential Discussion / To Make an Application

Please contact Catherine Reidy at E: creidy@derwentsearch.com.au, P: +61 435 285 344 or Rob Macmillan at

E: rmacmillan@derwentsearch.com.au, P: +61 421 593 535. Applications should be addressed to either Catherine or Rob.



DERWENT

Robert Macmillan – Partner

E: rmacmillan@derwentsearch.com.au

P: +61 (0)421 593 535

Catherine Reidy - Principal

E: creidy@derwentsearch.com.au

P: +61 (0)435 285 344