

**DERWENT I CANDIDATE BRIEFING DOCUMENT**

# Northern Health

**Chief Financial Officer**

**FEBRUARY 2022 | STRICTLY CONFIDENTIAL**

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## EXECUTIVE SUMMARY

- Pivotal leadership role
- Growing metropolitan health service
- Drive innovation through business improvement

Northern Health is the key provider of public healthcare in Melbourne's northern region and operates four major public healthcare facilities, providing a unique mix of services including medical, surgical, emergency, intensive and coronary care, paediatrics, women's and maternal health, aged care, palliative care, and rehabilitation programs. Northern Health catchment includes three of the state's six growth areas: Hume, Whittlesea and Mitchell, and the northern growth corridor population is projected to grow by 45 per cent between 2022 and 2031. With an annual budget of over \$700m, Northern Health employees over 5,900 staff, and has the busiest emergency departments in the state, treating over 110,000 patients each year

Northern Health is now seeking a Chief Finance Officer (CFO) to provide comprehensive financial expertise and exceptional leadership to the health service.

Reporting directly to the Chief Executive (CE) you would be responsible for leading the effective and efficient delivery of a finance service and providing:

- Effective strategies in managing financial performance, monitoring, reporting and analysis;
- Effective budget development, control and forecasting; and
- Expert financial operational advice to key clients including the CE

You will be joining Northern Health at an exciting time with opportunity for growth through service reform and capital development. A solid understanding of financial leadership and management is essential, and familiarity with the Australian public sector funding system whilst not critical, would be an advantage. Interest from both healthcare and non-healthcare candidates is therefore welcome.

Your proven track record of experience in providing strategic and operational leadership to a complex organisation in a climate of continuing change, complements your capacity to deliver sustainable results in budget management and financial outcomes. Your interpersonal skills enable you to communicate complex financial matters to different stakeholders successfully and build organisational commitment to financial reform.



## NORTHERN HEALTH

*A healthier community, making a difference for every person, every day*

Northern Health is the major provider of acute, maternity, sub-acute and specialist services in Melbourne's rapidly growing outer north.

Northern Health provides services to four main campuses, Northern Hospital Epping, Broadmeadows, Bundoora Centre and Craigieburn Centre.

Northern Health collaborates with their partners to help expand the range of health care services offered to its culturally rich and diverse community including:

- Emergency and intensive care
- Acute medical, surgical and maternity services
- Sub-acute, palliative care and aged care
- Specialist clinics and community – based services



Northern Health's emergency department treats over 110,000 patients each year, cares for over 94,000 patients admitted to hospital, and assists with the delivery of over 3,500 babies each year.

The Northern Health catchment includes three of the state's six growth areas: Hume, Whittlesea and Mitchell. The swift development of new suburbs in the north will see our population grow by 17% (69,000 people) in the next three years alone, and by over 45% (more than 228,000 people) by 2031.

Northern Health cares for a diverse community, born in more than 185 countries, who speak over 106 different languages and follow over 90 different religions or beliefs.

Northern Health has over 5,900 dedicated professional staff and has annual revenue turnover of over \$700 million.

To learn more about Northern Health, please watch the following [video](#).



## Vision

A healthier community, making a difference for every person, every day.

Northern Health's vision is to drive its commitments to transform their role to become an active partner in all aspects of wellbeing in the community.

## Values



## Strategic Plan 2020 – 2024

The strategic plan builds on the momentum and success of the organisation and pushes us forward to better serve its community and its health care needs. Northern Health's intent is to provide reliable high quality Trusted Care for our patients, families, carers and community. We want to make a difference for every person by providing an excellent care experience, every time; and we want to do this together.

### Strategic Priorities



These priorities are inter-related in that success in one area is dependent on success in another. Detailed plans have been developed to support each of the priority areas.

All Northern Health employees will contribute to improving patient safety by being familiar with and applying the National Safety and Quality Standards and criteria.

## Safety Quality and Clinical Governance

Northern Health is dedicated to providing the highest quality of care in the safest possible environment for every patient every time. We are focused on strengthening the safety and quality of care across the continuum, with a focus on saving lives, reducing harm, and improving the patient experience.

Northern Health's safety and quality improvement activities focus on delivering the Strategic Plan and Operational Business Plans and are supported by the Northern Health Clinical Governance and Risk Frameworks, and the Northern Health Quality Improvement Methodology.

The Northern Health Quality Management System brings together the core elements that underpin how:

- Quality and Clinical Governance is determined.
- Quality services are delivered.
- Risk is managed.
- Audit – what matters is monitored.
- Our committees monitor performance of controls put in place to ensure safe patient care.

Northern Health is an equal opportunity employer and is committed to attracting and retaining a diverse workforce which reflects the community they serve. Employees from Aboriginal and Torres Strait Islander people, as well as applicants who are LGBTIQ+, who have different abilities, or are from culturally and Linguistically Diverse Backgrounds are welcomed.

## CHIEF FINANCIAL OFFICER

### POSITION PURPOSE

Responsible for managing the overall financial performance at Northern Health, the Chief Financial Officer (CFO) will lead the Financial Management and Procurement teams. Success in this role will rely upon the ability to develop and continually foster relationships with your diverse partnership and stakeholder groups both internal and external to Northern Health. Partners and stakeholders include the Chief Executive (CE), the executive team, Department of Health and Board members. In partnership with Board members, this role leads the Finance, Risk and Audit Board Committee and reports monthly to the Board on all aspects of budgetary and financial management, risk, audit and governance of the organisation.

This position, requiring a passionate and innovative reflective practice thinker who will lead and challenge members of their directorate to problem solve and embrace redesign and continuously review and systematically improve processes and systems to improve quality and reduce waste. The CFO will also play a broader leadership role to support the continuous improvement of a broad range of processes and systems throughout the organisation.

The role encompasses substantial partnership with the Board and Corporate Governance to ensure high quality preparation of briefing notes, agendas and minutes of all Board of Director meetings, ensuring that quality and timeliness of papers and agenda for the Board Committee meetings are standardised and in accordance with Northern Health standards and that actions are coordinated and appropriately followed-up.

The second focus for this role encompasses the leadership, and maintenance of all human resources, budgetary and administrative functions of the directorate. The collective directorate aims to maximise the business and financial infrastructure to deliver the best patient care consistent with budget objectives and other target parameters.

As a member of the Northern Health Executive team, this role contributes to the overall organisational leadership and management through joint responsibility with other Executive Directors.

Management of the division's operations will be undertaken within the overall strategic direction set by Northern Health's Executive, ensuring that all necessary information and management systems are in place to demonstrate that the directorate meets all governance, program, project, and service delivery objectives.

### KEY DUTIES AND RESPONSIBILITIES

The Chief Financial Officer's key duties and responsibilities will include:

#### **Service Delivery - Finance & Procurement:**

- In conjunction with the Executive team, develop Northern Health's annual budget (recurrent, capital and special project) and allocate appropriate funds to each stream.

- Ensures the purchase of goods, services and equipment for the health service at best value and consistent with supply chain principles.
- Monitor and report to the CEO/Executive team in a timely manner on the financial performance of Northern Health as a whole and individual streams. Provide expert advice and prepare strategies required to ensure the financial performance of individual programs remain satisfactory.

#### **Strategic Focus**

- Strategically leads financial management and overall reporting performance for Northern Health.
- Advise on the current and future financial trends and suggest suitable measures to achieve maximum efficiency in the utilisation of health service assets.
- Responsible for strategic leadership and oversight to achieve annually all financial sustainability targets.
- Play a strategic and organisation-wide leadership role for the Division and Health Service
- Provide specialist expertise to project teams and committees (both external and internal) as required.

#### **Continuous Improvement and Risk Management**

- Work with the Chief Executive, Board and Executive Committee to systematically evaluate and continuously improve at Northern Health.
- Lead teams to manage a range of cross-directorate processes and activities and where required liaise with relevant Executive Directors to facilitate the process.
- Provide high-level authoritative advice and management expertise to the Chief Executive on emerging operational issues within the Office of the Chief Executive and/or organisation to enable effective reprioritisation and follow-through of informed actions/responses.

#### **Leadership and Relationships**

- Take a leadership and advocacy role for environmental sustainability throughout the organisation.
- Effectively lead, manage, coach, motivate and develop team members within the Directorate.
- Strategically partner with stakeholders to improve the provision of outstanding health care.
- Support and enable the Board Chair and other Board Directors in the performance of their duties.

#### **Patient First: Customer Service**

- Embed a “Patient First” approach to all activities within the Directorate.
- Interpret and translate community and political healthcare expectations into all future plans and service provision.
- Contribute to quality improvement and sustainability of the organisation by participating in quality activities and ensuring flexibility within the role in order to respond to the changing needs of our patients and the community.



## SELECTION CRITERIA

The Chief Financial Officer will demonstrate skill and knowledge in the following criteria:

1. Executive health / suitable other experience working with Boards, Executive staff and a broad range of partners and stakeholders in large and complex organisations.
2. Senior level financial management expertise, including taxation, legal compliance, and reporting.
3. Proven stakeholder relationship management
4. Proven knowledge of contracts, asset management and procurement.

## QUALIFICATIONS

The incumbent must be a Tertiary qualified professional (fellow of CPA or CA)

## CHALLENGES

Major challenges currently associated with the role include:

- Having a good understanding of health funding and reporting in a Victorian context
- The ability to communicate related strategy on budget and funding to executive and clinicians across the health service.
- Ensuring that the role maintains a genuine and strong focus on partnership with Executive and clinical leaders, whilst leading strategies which will create attention on, and holding to account for, performance.
- Victoria has lost its triple A-credit rating due to the severe economic hit by the pandemic
- Development of procurement management capability across the organisation

## REPORTING & KEY RELATIONSHIPS

The Chief Financial Officer reports directly to the Chief Executive.

### Organisational Relationships

#### Internal:

- Chair and Board of Directors
- Chief Executive
- Executives / General Manager(s)
- People & Culture (workforce planning and employee relations)
- Financial Services
- Procurement
- Patient Experience
- Facilities Management
- Senior Managers & Senior Clinicians
- All Staff

#### External:

- Department of Health and Human Services (DHHS)
- Health Purchasing Victoria (HPV)
- Executive's / General Manager(s) within other health services
- Community Interest Groups
- Professional Associations and Colleges
- University of Melbourne
- La Trobe University
- Industrial Institutions (i.e. AMA, ANMF)
- Partnering Health Services (i.e. Melbourne, Austin)

## KEY DATA

### Staffing

4 Direct Reports  
57 in directorate  
5,900+ in the organisation

### Annual Budget

Over \$700million

### Service Location

Northern Hospital Epping, Broadmeadows Hospital,  
Bundoora Centre and Craigieburn Centre

### Useful Links

## EMPLOYMENT TERMS & CONDITIONS

REMUNERATION                      \$250,000 - \$300,000 TRP

CLASSIFICATION                      Full time, contract

## PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

The Staff Immunisation Questionnaire must be completed by all new employees as part of the mandatory on-boarding process. New employees are not permitted to undertake any activity that requires patient contact prior to clearance by the Staff Immunisation Nurses; this also includes evidence of having the Flu vaccination on a yearly basis. New employees with contra-indications to vaccinations or who decline vaccination are required to attend a face-to-face consultation with the Immunisation Nurses for appropriate documentation of their contraindications or declination. This must be completed PRIOR to commencing any work with Northern Health.

All Northern Health employees are required to be triple vaccinated against COVID 19 prior to commencement.

## How to Apply



### Catherine Reidy - Principal

E: [creidy@derwentsearch.com.au](mailto:creidy@derwentsearch.com.au) P: +61 (0)435 285 344 [LinkedIn Profile](#)

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 challenge what the right fit looks 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

Northern Health 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.

In submitting your application, you should include a CV and cover letter addressing the selection criteria outlined in the position description.

### Timelines

- Interviews with Derwent will take place between February 14 – 25, 2022.
- Client interviews (likely two rounds) will take place circa mid March 2022.
- Detailed reference checks will follow.
- Offer and acceptance likely to be early April 2022
- Expected start date – circa May / June 2022

### For a Confidential Discussion

Please contact Principal, Catherine Reidy, from Derwent as per the above contact details. Applications should also be addressed to and emailed directly to Catherine.

# Northern Health

## **DERWENT**

**Catherine Reidy - Principal**

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