

## Executive Brief

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**Organisation:** Alfred Health  
**Position:** Director of General Medicine  
**Consultant:** Catherine Reidy  
**Date:** March 2022

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## Alfred Health Profile



Alfred Health is one of Australia's leading public health care providers and is a major provider of specialist services throughout the State of Victoria. We have a dual role: caring for more than 700,000 locals who live in inner-southern Melbourne and providing health services for Victorians experiencing the most acute and complex conditions through our 15 statewide services. Our three hospital campuses – The Alfred, Caulfield Hospital and Sandringham Hospital – as well as numerous community-based clinics provide lifesaving treatments, specialist and rehabilitation services through to accessible local healthcare. We care for a wide range of people, from children to the elderly.



**The Alfred** is a 700-bed major tertiary and quaternary referral hospital, is best known as one of Australia's busiest emergency and trauma centres and is home to many Statewide services including the Heart and Lung Transplant Service, Victorian Melanoma Service and Major Trauma Service. This site is also home to the Alfred Research Alliance (previously known as the Alfred Medical Research and Education Precinct) and is a member of the Monash Partners Academic Health Science Centre.



**Caulfield Hospital** is a 200-bed hospital that specialises in community services, rehabilitation, geriatric medicine and aged mental health. The hospital delivers many services through outpatient and community-based programs and plays a Statewide role in providing rehabilitation services, which includes the Acquired Brain Injury Service.



**Sandringham Hospital** has 100 beds and is community focused, providing hospital healthcare needs for the local area through emergency, paediatrics, general medicine and outpatient services. The hospital works closely with the Royal Women's Hospital and local community healthcare providers.



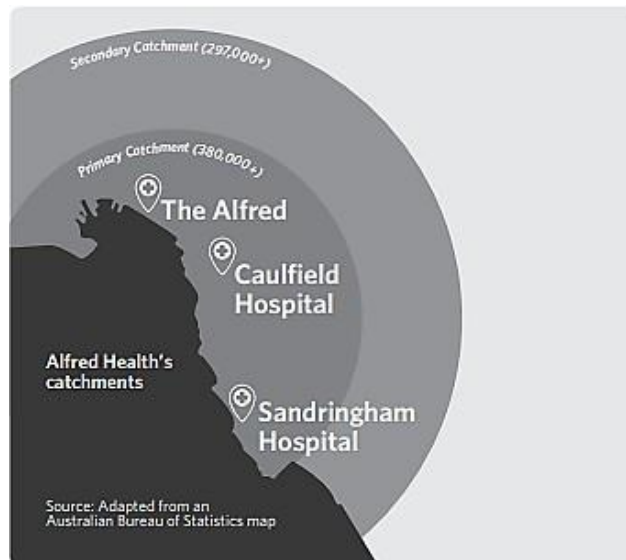
**Melbourne Sexual Health Centre** has dedicated clinics for men and women, onsite testing for sexually transmitted infections and provides counselling, advice and health information.

**Community clinics** meet the growing expectations of our patients for treatment in their communities or at home. We continue to develop new services to meet changing community needs, such as HOPE (a psychiatric program aiming to reduce suicide rates).

Alfred Health's catchment reflects our role in providing tertiary, statewide and specialised health services. Our local catchment includes the local government areas of Bayside, Glen Eira, Melbourne, Port Phillip, Kingston and Stonnington. This primary catchment (which now is over 700,000) is predicted to grow by another 30 per cent over the next 15 years. Our statewide services provide care to those residing around Victoria and Australia.

As a leading health service for Victorians, we again saw an increase in patient admissions across our services with:

- 112,190 episodes of inpatient care
- 239,033 specialist outpatient appointments
- 110,601 people presenting to our two Emergency Departments
- 29,330 COVID-19 tests conducted
- 636 clinical trials



## The Alfred Research Alliance



With a budget in excess of \$1bn and circa 9,800 staff, Alfred Health is a national pacesetter, consistently linked to progressive developments in care. Alfred Health is one of the most research-intense health services in Australia. All of our research is translational – meaning the patient receives the direct benefit of clinicians' and scientists' work. There is strong involvement with medical research and training through collaborative relationships – as a member of Monash Partners Academic Health Science Centre and also through the onsite Alfred Research Alliance.

**The Alfred Research Alliance** is a vibrant collaborative community in Melbourne, dedicated to excellence in medical research and education. A leading medical research and education precinct, the Alliance is located on the site of one of Australia's busiest hospitals, The Alfred. Here, we think in new and innovative ways and work together to translate the latest advances in medical research into new and improved diagnoses, treatments and disease-prevention strategies, resulting in the best possible clinical care and health outcomes.

With almost 10,000 health professionals, researchers, students and support staff, the Alfred Research Alliance is an exciting, multi-layered collaborative community which brings together some of the world's leading experts in almost every field of biomedical, translational, clinical and public health research, and in education and healthcare.

The unique integration of these fields creates an exceptional environment where cutting edge therapies are discovered, developed and implemented to address critical unmet clinical and public health needs – and where students gain the education and training, they require to take their place as tomorrow's leading clinicians, scientists and health professionals. primary catchment (which now is over 700,000) is predicted to grow by another 30 per cent over the next 15 years. Our Statewide services provide care to those residing around Victoria and Australia.

Most importantly, we recognise that collaboration is at the centre of real-world health innovation. Being hospital-centred allows our research to be linked directly to clinical problems, keeping us people-focused and outcome-driven. Together with the biomedical commercialisation through on-site start-ups and SMEs, and the phase I-IV clinical trials which are run here, this creates a complete, translational research loop – all on one busy and exciting site in the heart of Melbourne.

## Major Projects: Infrastructure & Technology



### Infrastructure

Alfred Health continued to undertake major infrastructure works during the year to support the health service deliver quality care in a safe environment for our staff and patients. In the face of the COVID-19 pandemic, much work was done to ensure our services had the capacity and quality infrastructure required to manage a potential increase in patients.

### COVID Preparation

The establishment of a Screening Clinic was part of The Alfred's COVID preparation works. The major engineering challenge for the year was to create clinical areas where the health service could treat the potential increase in patients with COVID-19. At The Alfred this meant converting existing office spaces, retail areas and vacant spaces in the Old Monash Building into additional emergency cubicles. Other existing retail spaces were converted into staff amenity and change rooms.

In the Emergency Department, cubicle spaces as well as CT and general X-ray spaces were adapted into negative pressure accommodation, to allow for treatment of COVID-19 patients. Intensive Care capacity was also boosted. Main Ward Block Ward 2 East and 2 West were converted into ICU equivalent facilities with negative pressure capabilities. The main ICU was adapted into dedicated negative pressure zones to improve separation and staff safety. Vacant space in the Old Monash Building was also converted into staff amenity and change rooms for ICU staff.

### New trauma ward at The Alfred

In October 2019, work on The Alfred's new trauma ward, 5 West, was completed – on time, and on budget. 5 West is our first, purpose-built facility dedicated to early recovery of trauma patients. The ward provides a contemporary setting for the treatment of trauma patients, and the early stages of their rehabilitation. It features 40 new beds as well as a dedicated therapy zone and procedure room. It will help us meet the growing demand for emergency and trauma care and provide an improved experience for our trauma and orthopaedic patients.

### Fire and infrastructure improvements

A \$69.5 million investment – to upgrade fire safety, infrastructure and amenity associated with five wards within the Main Ward Block – was started in 2019 – 20. Comprehensive enabling works were completed that provided 40 decant beds in Centre Block and the Main Ward Block and a comprehensive refurbishment of the former ward 2F. Detailed design for the main works has been completed, however, the project has been put on hold pending the use of wards 2 East and 2 West in MWB as ICU expansion spaces for COVID-19. Many of the decant bed spaces have been put into use to support ward reconfigurations for COVID-19.

### **The Betty and John Laidlaw AO Innovation and Education Hub**

The \$6 million Innovation Hub, which will transform the former library and education facilities into a contemporary learning and innovation hub, progressed well.

When opened, the Hub will provide high-end information technology featuring meeting rooms, innovation laboratories, breakout spaces and a cafe. It will also be home to nursing education and organisational development.

### **South Block Clinical Trials project**

The South Block Clinical Trials project has provided a welcome boost to Alfred Health's cancer treatment and clinical trials capacity. Completed in 2020, the project has seen significant benefits for patient care. The works saw an additional 19 patient points of care created over two levels of The Alfred Hospital South Block. Amenity has also been improved, with patients now receiving treatment in a more comfortable environment.

Likewise, staff members have benefited. Associated ancillary support facilities, such as staff stations and storage, were created by consolidating and relocating indirect care functions to a new office accommodation.

The project was completed with minimal disruption to patients and staff, with careful planning to ensure continued operation of the facility while works were completed.



## General Medicine Department



General Medicine is a long-established specialty at The Alfred providing a comprehensive range of assessment and treatments and caring for people with single medical problems, or multiple and complex medical problems. Care is provided in both the inpatient ward and multi-disciplinary outpatient clinics at all three hospital locations, as well as in the community. The wards are staffed by consultant physicians in General Medicine, many of whom also have an additional subspecialty qualification, a large nursing team with a diverse range of medical and sub-specialty acute clinical experience and a comprehensive team of allied health specialists.

General Medicine provides staff to supervise peri-operative management of patients and also assists in the management of medical problems in patients admitted following trauma. Outpatient clinics review patients following their inpatient admission, as well as managing complex care patients. General Medicine also works closely with the Hospital Admission Risk Program (HARP) to provide comprehensive multi-disciplinary community support for complex clients. The unit is an important provider of supervised education and training for a number of disciplines including trainee specialists and junior doctors.

## Significant Projects in General Medicine

### Best at Home

The project aim was to create a new community based model of care (Best@Home) for what is currently provided through GEM and Rehabilitation Services. The Best@Home model will enable Alfred Health to deliver a service that is patient centred, with a key focus on meeting the needs of particular patient groups. This would be realised through a reduction in hospital beds in preference for home based care.

### My Patient Needs

The project aimed to reduce the barriers and risks of providing a patient's care at home as soon as practicable in the patient's journey. Starting from the time a patient requires admission, the clinical team will simultaneously assess the wants and needs of a patient from both the evidence-based and a psychosocial perspective. They will then provide tailored individualised services that progresses the patients care to home at the earliest opportunity in a way that satisfies the risks and concerns of the patient, the managing team and the organisation.



## Alfred@Home

Alfred Health has developed and tested innovative initiatives to achieve more integrated and patient centred approaches through the My Patient Needs and Best@Home projects. To achieve a system wide home based approach, the learnings gained through both pieces of work have been used to develop a robust and sustainable program called Alfred@Home. This is a flagship program dedicated to providing excellent care and support to patients, families and carers to deliver integrated care to our community. The program of work has three components: Journey to Home, Staying Well at Home and Care in the Home and is underpinned by key initiatives led by General Medicine such as the Integrated Care Team (virtual care) and the Remote Patient Monitoring pilot (to keep people well at home).

### Three areas of improvement in Alfred@Home



### Vision:

Home first, will be the first choice for our patients, their families and carers. It's the default option to deliver care within the local community whenever safe and possible.



# Monash University Central Clinical School

The Central Clinical School (CCS) is at the forefront of translational research – expediting research discoveries into clinical applications and designing an Australian-first translational training program for graduate students.

We're part of the [Faculty of Medicine, Nursing and Health Sciences](#). The school is co-located with The Alfred hospital and is an integral part of the Alfred Medical Research and Education Precinct ([AMREP](#)). CCS is a centre for clinical and biomedical research and education and a core hub for translational research and medicine, covering a great breadth of subject areas.

## About the School

Part of the renowned Alfred Research Alliance, we collaborate with industry leaders in biomedical and clinical research and education.

## Research

Our researchers are tackling some of medicine's most complex challenges. We're advancing the development of personalised medicine, tailoring innovative treatments to unique genetic profiles.

## Education - Undergraduate and Postgraduate

Considering Honours, Masters or PhD research? We offer cutting-edge courses in biomedical sciences, psychiatry, immunology, trauma, surgery and more.

## Centres and departments

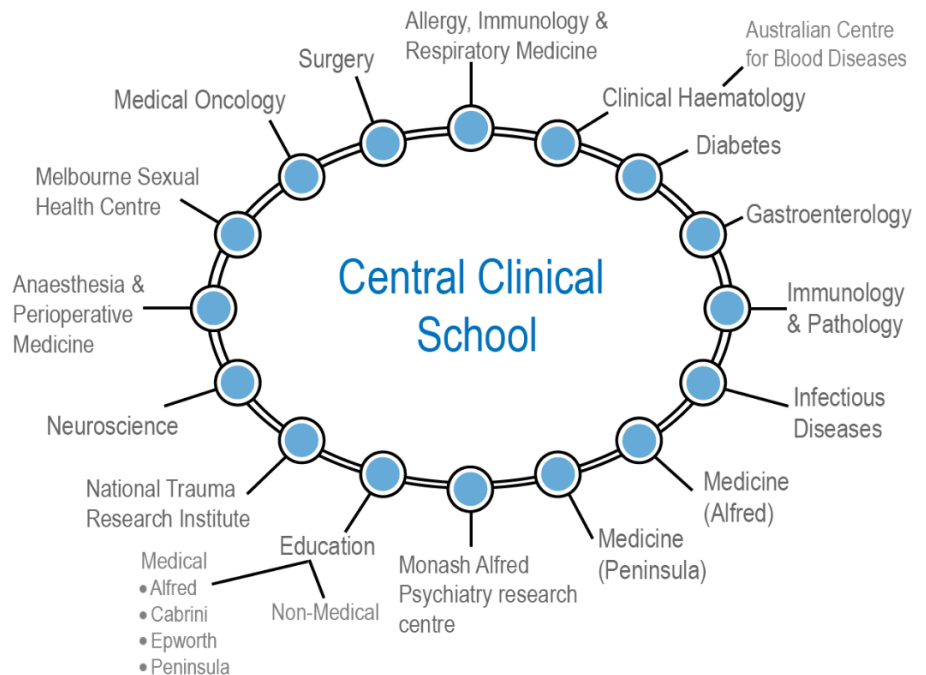
Home to ten departments and five centres and institutes, we connect leading medical and healthcare experts from a cross-section of specialisations.

## Translational research

Even the most brilliant discoveries can get lost in translating laboratory results to medical treatments. Monash's new doctoral program and graduate certificate in Translational Research deliver the skills needed to bring your work from bench-to-bedside.

The centres and departments in the school include:

- Division of Clinical Sciences
- Allergy, Clinical Immunology and Respiratory Medicine
- Blood Diseases (ACBD)
- Diabetes
- Gastroenterology
- Immunology, Pathology
- Infectious Diseases
- Psychiatry, mental illnesses (MAPrc)
- Sexual Health (MSHC)



## Position Description



<b>Title</b>	Director of General Medicine
<b>Type of Employment</b>	Full Time
<b>Campus</b>	Alfred Health
<b>Program</b>	Alfred Home, Acute and Community
<b>Unit/ Department</b>	General Medicine
<b>Responsible to</b>	Program Director, Alfred Home, Acute and Community

### Alfred Health

Alfred Health is the main provider of health services to people living in the inner southeast suburbs of Melbourne and is also a major provider of specialist services to people across Victoria. The health service operates three outstanding facilities, The Alfred, Caulfield, and Sandringham.

Further information about Alfred Health is available at [www.alfredhealth.org.au](http://www.alfredhealth.org.au)

### Our Purpose

To improve the lives of our patients and their families, our communities and humanity.

### Our Beliefs

Our staff are expected to demonstrate and uphold the beliefs of Alfred Health:

- Patients are the reason we are here – they are the focus of what we do
- How we do things is as important as what we do.
- Respect, support and compassion go hand in hand with knowledge, skills and wisdom. Safety and care of patients and staff are fundamental
- Excellence is the measure we work to everyday. Through research and education, we set new standards for tomorrow.
- We work together. We all play vital roles in a team that achieves extraordinary results.
- We share ideas and demonstrate behaviours that inspire others to follow.

## Director of General Medicine

The Director General Medicine will be responsible for leadership and ongoing strategic development of General Medicine across Alfred Health. The successful candidate will undertake clinical sessions as part of their appointment and will be accountable to the Program Director Alfred Home, Acute and Community for the provision of clinical and consultative services in General Medicine, development of the service, patient safety, quality and professional medical leadership. Depending on the successful candidate's academic experience, a joint or an adjunct appointment with Monash University can be considered.

- To provide strong management and leadership to the General Medicine Department.
- To provide excellent clinical expertise for safe effective patient care.
- To provide supervision to junior and senior medical and other relevant staff within the Unit/ Department.
- To support Alfred Health's quality, monitoring and improvement initiatives.
- To support Alfred Health's teaching, research and clinical governance programs.
- To support the strategic priorities and values of Alfred Health.

## Qualifications and Experience:

- Appointees must be legally qualified medical practitioners, registered or registrable with the Australian Health Practitioner Regulation Agency (AHPRA) without conditions, undertakings or reprimands that could impact on their clinical practice.
- Fellowship of the relevant college(s).
- Demonstrable relevant knowledge and experience in General Medicine.
- Meet Alfred Health requirements for appropriate credentialing and scope of practice in General Medicine; and
- Have experience in teaching and involvement in research.
- Relevant experience in a major teaching hospital with substantial clinical experience in General Medicine or a specific sub-specialty area with demonstrated innovative capabilities and outcomes in that discipline.
- National and international recognition for academic excellence as evidenced by publications and other scholarly achievements desirable for someone with an academic profile

## Key Responsibilities:

**Management and Leadership – in partnership with the Deputy Director of Operations and Nursing - Acute Care the appointee will provide strong clinical leadership to the Unit/Department by;**

- Demonstrating high standards of personal integrity, fairness and managerial competence in dealing with staff.
- Leading and continuing to develop the Unit/Department's clinical governance program and ensuring the active participation of the Unit in Ward Governance meetings and activities.
- Managing the resources of the Unit/Department to maximise its productivity and ensure that budgetary and service delivery targets are met.
- Participating in and contributing to the administrative functions of the Hospital including active participation in recruitment and retention of senior and junior medical staff.
- Directing staff and allocating duties according to their skills and consistent with the needs of the patients and the unit.
- Putting systems and processes in place to ensure that staff take all their required leave while maintaining sufficient

staff establishment to run the service and on-call safely.

- Participating in ongoing education to further develop their own clinical and managerial skills.
- Appropriately delegating responsibilities for the further development of others.
- Developing and maintaining active clinical links with other Services/Units necessary for delivery of patient care.
- Anticipating potential problems, identifying solutions & assisting others to think through solutions.
- Cooperating with People and Culture when counselling/ disciplining staff to ensure adherence to natural justice, good industrial processes and the EBA.
- Representing or promoting the General Medicine Unit in internal and external fora, and/or to patients and community client groups, as required.

**Planning & Service Delivery – in partnership with the Deputy Director of Operations and Nursing -Acute Care the appointee will;**

- Develop services in accordance with the strategic direction of Alfred Health.
- Promote and foster the reputation of the General Medicine Unit/Department.
- Facilitate the ongoing development of General Medicine services and the introduction of new technologies in accordance with Alfred Health policies in order to ensure high standards of care for all patients.
- Develop agreed clinical management protocols and models of care in conjunction with other related disciplines.
- Review, develop, implement and oversee the Quality & Business Plan for General Medicine Unit/ Department ensuring compliance with Alfred Health KPIs and reporting requirements.
- Effectively adapt to new situations or uncertainty and promote and support required changes by describing the reasons for change and support others through the change processes.
- Set and agree clear objectives and expectations with team members.
- Consistently achieve the key outcomes/results within own area of responsibility and within agreed timeframes.
- Advise on the provision of replacement equipment to ensure that the Unit/ Department is able to meet its workload safely and efficiently.
- Advise on the efficient & effective selection & use of relevant consumables.
- When required, participate in and contribute to the service review processes of Alfred Health.

**Clinical Practice – the appointee will;**

- Attend clinics, ward rounds and participate in on call/ ward service as rostered.
- Demonstrate clinical leadership by ensuring that timely, efficient and high-quality care is provided to patients.
- Maintain contemporary best practice, personal technical expertise, medical knowledge & clinical skills.
- Encourage the minimisation of unnecessary clinical variation in practice within the discipline.
- Assume responsibility for clinical care of allocated patients and participate in setting the standards for high quality clinical practice within the Department/Unit.
- Assist in developing protocols where appropriate.
- Ensure that accurate and timely patient records are maintained by all staff and that the electronic clinical information system is used to facilitate patients' comprehensive clinical plans of care (unless there is an approved paper based alternative).



- Ensure that resources are used in a responsible manner having regard to patient priority and need.
- Ensure that there is prompt communication with other relevant clinicians and health care providers.
- Undertake other clinical duties as directed by the Program Director.

**Clinical Governance, Quality, Safety, Risk and Improvement – the Unit Head/Director will;**

- Ensure compliance with the Alfred Health principles of patient centred and Timely Quality Care (TQC).
- Continually promote a culture of safety and transparency to all clinical staff.
- Ensure that staff promote and participate in prescribed Alfred Health monitoring and quality improvement activities including the unit/department's clinical review and audit program.
- Ensure that regular unit/departmental morbidity and mortality reviews are conducted in compliance with the Alfred Health Clinical Audit guidelines and that a copy of the agenda and minutes are lodged with the Alfred Health Clinical Governance Unit.
- Ensure that all the unit/department's patient deaths are reviewed and categorised using the Alfred Health, Clinical Audit guidelines.
- Ensure that consumers are actively engaged as partners in their healthcare by keeping them informed, involving them in decision making and encouraging their participation in key committees.
- Ensure that staff feel comfortable to escalate emergent safety, quality & risk concerns.
- Ensure that staff are aware of, and actively comply with, the requirements of the National Safety and Quality Health Service Standards.
- Ensure staff comply with organisational safety, quality & risk policies and guidelines including; infection control policies and procedures; hand hygiene; peripheral line guidelines; medication safety policies and procedures; and open disclosure.
- Ensure the Unit/Department's participation in College, National Standards and other accreditation programs as required.
- Adhere to and ensure that staff adhere to scope of practice requirements; and
- Participate in, or ensure appropriate delegation to progress the investigation and resolution of incidents and complaints; and respond to concerns regarding safety & quality by taking action or escalating these.

**Education & Research – the appointee will support teaching and research activities within the Unit/Department and across the service by;**

- Supporting significant research projects proposed by Department staff, and developing a research culture in the Department that aims to generate new knowledge that advances patient care.
- Sourcing funding to support research and clinical trials activity in the Department.
- Supporting education and training programs at both undergraduate and postgraduate levels.
- Contributing to the overall professional standing of the Alfred.
- Providing registrars and others working in Department/Unit with appropriate supervision, training and instruction in accordance with Alfred Health policies.
- Ensuring compliance with Alfred Health mandatory continuing professional development requirements.
- Ensuring that medical staff have opportunities for professional development & for career development by appropriately delegating responsibilities and by encouraging them to undertake courses in professional development.

**Professional Behaviour & Communication – the appointee will;**

- Maintain strong and effective communication with other staff.
- Support the Program Director in the daily work of the department.
- Resolve issues constructively and improve areas of poor communication.
- Role model Alfred Health values & beliefs and question behaviours which are not consistent with these values.
- Maintain stable performance and a calm attitude under pressure.
- Attend relevant meetings of General Medicine Department/Unit.
- Actively participate in their own personal performance review and use this as a vehicle to improve their performance.
- Ensure compliance with relevant Alfred Health clinical and administrative policies and guidelines.
- Maintain a safe working environment for yourself, your colleagues and members of the public.
- Comply with relevant privacy legislation
- Maintain confidential information and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform their employment duties at Alfred Health.
- In this position you must comply with the actions set out in the relevant section(s) of the OHS Roles and Responsibilities Guideline.
- Ensure compliance with Alfred Health's Unacceptable Behaviour in the Workplace policy.
- Commitment to child safety - Alfred Health has zero tolerance for child abuse and are committed to acting in the best interest of children in our care. Develop an awareness of family violence issues.

**Performance Indicators – the appointees' managerial performance indicators will include;**

- That medical staff at minimum, will have an annual performance review and that this will be documented either electronically through e-Hub or on the prescribed forms which are to be submitted as to the Medical Workforce Unit.
- That the unit/departmental audit, quality and/or mortality and morbidity meetings will be conducted at prescribed intervals and that these meetings will comply with the Alfred Clinical Audit Guidelines.
- That all medical staff submit time sheets/ Kronos information and leave requests within the various time frames required.
- That the allocation of medical staff leave is in compliance with the Alfred Health Leave Management Policy so that required leave is taken, while maintaining safe of patient care.
- That 100% of complaints will be investigated and resolved in compliance with Alfred Health policy.
- That 100% of deaths occurring under the purview of the unit/department will be reviewed and categorised in compliance with Alfred Health, Alfred Clinical Audit Guideline.
- That 100% of Sentinel Events or category 1 or 2 Clinical Incidents will be appropriately investigated in compliance with the Alfred Health Clinical Incident Guidelines.

**Performance Indicators – the appointees' personal performance indicators will include;**

- Participation in an annual performance review to be undertaken by the Program Director or delegate.
- Meeting the Alfred Health requirements for appropriate credentialing and scope of practice in General Medicine.
- Providing documentation as requested by Alfred Health to facilitate review of credentials and scope of practice in accordance with Alfred Health, Department of Health policy and ACSQHC guidelines .

- Submitting time sheets/ Kronos data and leave requests and ensuring leave entitlements are discharged within the various time frames required.
- Attending theatre/ procedure/ clinic and other sessions on time and as rostered so as to ensure that operations/procedures/meetings work efficiently.
- Ensuring that there is timely consultation on patients referred to the Unit, and scheduled in clinics.
- Initiation and successful completion of research projects and clinical trials within the Department.

**Other Requirements for All Alfred Health Staff;**

- In compliance with the Victorian Chief Health Officer's Mandatory Vaccination Directions, all Alfred Health employees must be vaccinated against COVID-19 with a TGA approved vaccine.
- Ensure compliance with relevant Alfred Health clinical and administrative policies and guidelines.
- Comply with relevant privacy legislation.
- Protect confidential information from unauthorised disclosure and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Alfred Health.
- Comply with Alfred Health medication management and medication safety policies and guidelines.
- In this position you must comply with the actions set out in the relevant section(s) of the OHS Roles and Responsibilities Guideline.
- Research activities will be undertaken commensurate with the role

## **A/Prof Peter Hunter**

### **Head of Unit Geriatric Medicine, Clinical Program Director of Rehabilitation, Aged and Community Care**

A/Prof Peter Hunter is a geriatrician with 30 years of clinical and health leadership experience.

He was the inaugural president of the Australian and New Zealand Society for Geriatric Medicine. His interests include safety and quality in older people, innovative service development especially in community settings and improving end of life care.

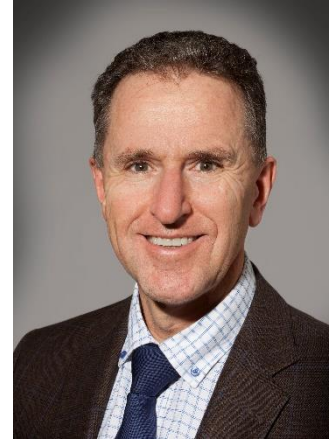
Peter Hunter is a senior geriatrician, the Director of Geriatric Medicine and the Clinical Program Director of Home, Acute and Community Care at Alfred Health. He is an Adjunct Clinical Associate Professor at Monash University.

Peter has over 30 years experience as a clinician. Peter has been involved with the development of a number of initiatives and policies with the Victorian Department of Human Services including the Hospital Admission Risk Program, Improving Care for Older People Policy and Voluntary Assisted Dying. He has recently finished in his role as the chair of the Clinical Leadership Group for the Care of Older People in Hospitals and was instrumental in developing policies and care systems for older people during the COVID pandemic

Currently Peter maintains an active clinical role as a geriatrician and is responsible for managing a range of acute, sub-acute and community services across Alfred Health. Peter sits on the executive of Alfred Health. He chairs the Improving End of Life Care Steering Committee for Alfred Health. He is involved with clinical teaching at an undergraduate and postgraduate level with Monash University, health professional leadership development and research.

Peter has completed a Master of Business Leadership. He completed Leadership Victoria's Williamson Community Leadership Program in 2006.

Peter has completed his 2 year term as the President of the Australian and New Zealand Society for Geriatric Medicine in 2007. During his term Peter provide oversight to the amalgamation of the Australian Society for Geriatric Medicine and The New Zealand Geriatric Society under the umbrella of one organization.





## Alfred Health Executive Team



**Prof. Andrew Way**

**Chief Executive Officer**

Andrew's focus is on improving access, ensuring high quality, safe services with low mortality, within a strong financial framework and a research-supportive environment. Alfred Health is now seen as a leader in these areas.

Andrew led the development of Victoria's first Academic Health Science Centre - Monash Partners, now an accredited NHMRC Advanced Health and Research Translation Centre. He was appointed as an Adjunct Clinical Professor in the School of Public Health and Preventative Medicine, Faculty of Medicine Nursing and Health Sciences, Monash University in 2015.

Andrew is also a Director of other health related organisations and is a member of several government and other advisory groups. Prior to his relocation to Melbourne in 2009, Andrew had an extensive career in the NHS in the UK, latterly as CEO of the Royal Free Hampstead NHS Trust.



**Ms Simone Alexander**

**Chief Operating Officer**

Simone is responsible for the management and performance of Alfred Health's clinical operations. She has spent the last eight years as a Clinical Service Director at Alfred Health, most recently as the Clinical Service Director, Emergency and Acute Medicine. In this role, she provided leadership and operational management of many areas including Alfred and Sandringham Hospital's Emergency Departments, ICU, hyperbaric, cardiology, general medicine, neurology, hospital in the home and five inpatient wards.

Simone was responsible for meeting national emergency access targets and service development. She has also taken part in advising on trauma centre development in other countries, including Saudi Arabia. Simone has Masters Degrees in Health Management and Clinical Nursing.



**Dr Lee Hamley**

**Executive Director,  
Medical Services &  
Chief Medical Officer**

As Executive Director Medical Services and Chief Medical Officer, Lee reports to the Chief Executive.

She is responsible for clinical governance, risk management and patient safety, the development of the clinical workforce across Alfred Health, professional medical issues, investigative services (pathology, radiology and nuclear medicine) and pharmacy.

Lee chairs the Alfred Health Infection Control Committee, Medical Appointments Committee and Credentialing Committee.

Dr Hamley's external appointments include being a member of the Council of the Victorian Institute of Forensic Medicine.



**Jarrard O'Brien**

**Chief Experience Officer**

Jarrard commenced as Alfred Health's first Chief Experience Officer in December 2021, leading the organisation to understand patient and staff experience, and use these to drive improvement and innovation.

He is responsible for providing leadership and direction to demonstrate the link between staff wellbeing and better experience and outcomes for patients.

Jarrard's team includes Patient Experience and Consumer Engagement, Human Resources and Employee Experience, Organisational Development, Redesigning Care, and Learning and Innovation support. Collectively the team helps the organisation to understand patient and staff experience, and use these to drive improvement and innovation.

Jarrard is an anthropologist by background and has worked for more than 20 years in public health systems in the UK, NZ and Australia. He is passionate about putting people at the heart of healthcare delivery and bringing people together to co-design innovative solutions to health problems. Jarrard is committed to equity, diversity and inclusion, and is currently completing his PhD looking at the contemporary impact of colonisation on indigenous health experience in NZ.



**Mr Peter Joyce**

**Executive Director,  
Finance, & CFO**

Peter is responsible for all finance and procurement functions including financial accounting, management accounting and analysis, Clinical Performance Unit, payroll services, supply and internal and external financial reporting.

Peter has a long and diverse career as a senior financial executive and general manager as well as a number of years as a small business owner. He has worked in Europe, Asia and Australia in consumer products, financial services and IT and has a significant background in process improvement and organisational change. He has had major involvement for a long period of time in mergers and acquisitions, including the integration of new businesses into existing structures especially related to systems, processes and human resources.

Much of the last 12 years has been spent as a consultant, small business owner in the IT industry and also as CFO of a company providing services in the financial products industry.



**Ms Amy McKimm**

**Executive Director,  
Information Development**

Ms McKimm is responsible for supporting Alfred Health through its digital transformation including the strategic use of data and systems so clinical care at the bedside is performed with all the information required for excellence.

IDD covers all aspects of IT infrastructure and support, projects, applications development, security, privacy, and the ongoing development of the electronic medical record which is a strategic focus for the organisation.

She recently led Alfred Health's electronic Timely Quality Care (eTQC) Program which went live in 2018.

She has worked in a number of clinical and operational roles in health services in Australia and the United Kingdom and in 2018, completed Leadership Victoria's Williamson Leadership Program.

Ms McKimm's interest is in using technology, data and digital platforms to support healthcare to adapt and change in order to better meet the needs of patients and the broader community.

## Alfred Health Board



**Mr Michael Gorton**

### **Board Chair**

Mr Gorton is a senior partner at Russell Kennedy Lawyers and has more than 25 years' experience advising the health and medical sector on all aspects of commercial law.

He has assisted boards of health organisations to understand their legal obligations for effective governance structures, governance policies and implementing risk management strategies.

Mr Gorton was a Board Member of Melbourne Health, and has recently been appointed Chair of Alfred Health.

He is a Board member of Australasian College for Emergency Medicine, Melbourne Primary Health Network (PHN) and is the Chair of the Australian Health Practitioner Regulation Agency (AHPRA). He is a former Chair of the Victorian Equal Opportunity and Human Rights Commission.

### **Committee positions**

Chair — Remuneration Committee

Member — Finance Committee

Member — Audit Committee

Member — Quality Committee



**Dr Victoria Atkinson**

### **Board Member**

Dr Victoria Atkinson is a cardiac surgeon and former Chief Medical Officer at St Vincent's Health Australia. In 2018 she became the national Chief Medical Officer of Healthscope Ltd.

Building on a strong clinical background, Dr Atkinson works to integrate the clinical, operational and governance aspects of healthcare to enhance patient care. She believes that executive, clinical and Board must come together to achieve patient focussed and harm-free care.

Dr Atkinson is the Deputy Chair of the Board for Better Care Victoria and a Board Member of the Royal Flying Doctor Service (Victoria). She holds an MBBS, FRACS, AFRACMA and a Masters of Health Management, is a Graduate of the Australian Institute of Company Directors and holds an EDAC qualification from the Centre for Healthcare Design in the USA.

### **Committee positions**

Chair — Quality Committee

Member — Finance Committee

Member — Remuneration Committee



**Mrs Sally Campbell**

### **Board Member**

Ms Campbell brings extensive executive commercial and public sector experience to Alfred Health Board, that has been earned in a wide range of organisations in Australia, New Zealand and the United Kingdom.

Ms Campbell's background includes working in health, law, informatics, technology, telecommunications, manufacturing and services. Her most recent positions have been in the health and research sectors.

She has an exemplary track record in designing and delivering major business strategies and systems that drive significant cultural change and continuous improvement. She is skilled at delivering leadership and organisational change in large, complex and politically sensitive organisations. Also, she enthusiastically works to ensure all employees, governance leads and stakeholders respect the various contributions of the many who intersect with health service delivery.

Ms Campbell has degrees in Law and Arts and is a graduate of the AICD.

### **Committee positions**

Chair — Audit Committee

Member — Primary Care and Population Health Advisory Committee





**Ms Melanie Eagle**

**Board Member**

Ms Eagle has qualifications in Law, Social Work, International Development, Arts and is a Graduate of the Australian Institute of Company Directors.

he is the Chief Executive Officer at Hepatitis Victoria/LiverWELL – the peak organisation providing advocacy, awareness raising, education and support in relation to viral hepatitis and liver disease.

Her professional work has spanned the public sector (city strategic planning, social policy, women's policy, law reform and equal opportunity); the private sector (as solicitor); and the union movement. She was Mayor and a Councillor of the St Kilda Council. She has served on a wide range of Boards including Star Health (formerly Inner South Community Health Centre); Hanover Welfare; Prahran Mission; the Epilepsy Foundation and the Chronic Illness Alliance of Victoria.

Melanie is the inaugural Chair of both Respect Victoria and the Disability Worker Registration Board and is a Director of Hepatitis Australia and a Patron of the Epilepsy Foundation.

**Committee positions**

Member — Primary Care and Population Health Advisory Committee

Member — Quality Committee



**Ms Kaye McNaught**

**Board Member**

Ms McNaught has over 20 years' experience working in the public health system.

Between 1985 and 1995 she was employed at the Royal Children's Hospital Melbourne as the HIV/AIDS and Haemophilia Clinical Nurse Consultant and Counsellor. This statewide service was provided to families, individuals and staff. During this time Ms McNaught was a member of various committees, some of which included the National AIDS Counsellor Association, Paediatric AIDS Task Force, the AIDS Education Strategy Committee, the RCH Infection Control Committee and the AIDS Health Department task force education program.

From 1993 until 1995 she was a member of the Board of Management of the Mordialloc-Cheltenham Community Hospital. Since 2001, Ms McNaught has been a barrister at the Victorian Bar and currently is a member of the Victorian Bar Health and Wellbeing Committee.

**Committee positions**

Member — Audit Committee

Chair — People & Culture Committee



**Ms Anne Howells**

**Board Member**

Ms Howells is a Chartered Accountant who is passionate about excellence in customer service and corporate governance.

She began her career with PwC advising small and medium sized enterprises and later consulting in risk management, compliance and corporate governance. She was appointed Assistant Company Secretary, Governance & Compliance by Telstra in 2005 and subsequently held a number of senior quality and complaints management roles as part of Telstra's journey to improve customer service.

Ms Howells is the General Manager of a nursing agency, a Director and Committee Chair of Family Planning Victoria, and the Director of CP Solutions Pty Ltd (a private company providing interim executive support to medium sized businesses experiencing growth or other changes).

**Committee positions**

Chair — Finance Committee

Member — Audit Committee

Member — Remuneration Committee





**Mr Lynton Norris**

**Board Director**

Mr Norris is a consultant and company director. He is a recognised leader in payment and funding models, compliance and performance reporting, policy development and implementation, complex data analysis and analytics.

Mr Norris has held senior executive roles in the Commonwealth, State and Territory Government departments at Deputy Director-General, Chief Executive Officer and Director level.

He is a Fellow Certified Practising Accountant (FCPA), and a graduate member of the Australian Institute of Company Directors (GAICD).

**Committee positions**

Member — Finance Committee

Member — Remuneration Committee

Member — Community Advisory Committee



**Ms Chloe Shorten**

**Board Member**

Ms Shorten has been an executive in the engineering, resources and technology industries, advising boards on media, investor, government and community relations. She has commercial expertise in reputational risk management.

In her corporate roles, Ms Shorten established issues and crisis management capabilities, directed brand strategy and corporate communications and engaged investor and local communities in change processes.

As an advocate for equality Ms Shorten has been committed to improving the lives of women, children and people with disabilities through her 25-year involvement with not-for-profit organisations, particularly those in research.

She is currently a Non-Executive Director of Industry Fund Services and serves on their Audit and Risk Committee.

Ms Shorten is an Ambassador for Our Watch; a strategic advisor to Burnet Institute for their Healthy Mothers, Healthy Babies Program; the Inaugural Ambassador for the Foyer Foundation; and Ambassador for the Gidget Foundation.

**Committee positions**

Chair – Community Advisory Committee

Member – Quality Committee



**Ms Anna Liebel**

**Board Member**

Ms Liebel is a Director of The Secure Board, a Non-Executive Director and senior executive across the financial services, management consulting, telecommunications and technology industries.

With three decades experience in leading customer, business and digital change, she is a sought after advisor to Boards, Chief Executives and IT leaders on digital transformation, data, cyber, leadership and culture.

Ms Liebel was previously the Chief Delivery and Information Officer with \$100 Billion superannuation fund, UniSuper, with accountability for Operations, IT and Project Delivery. Her cross-industry career spans all aspects of IT - Digital, Data, Cyber, Cloud and legacy systems - management consulting and launching new IT services to global markets. She has extensive experience in balancing commercial interests with risk management and complex regulated sectors including Telstra, PwC, NAB and Seek.

Ms Liebel is a Non-Executive Director of Ambulance Victoria, is Chair of the Audit and Risk Committee, and serves on their People and Culture Committee. She mentors elite sportswomen as a volunteer with Minerva Network.

**Committee positions**

Member — Audit Committee

Member — Finance Committee

Member — Remuneration Committee

## Application Process and Deadlines



### 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

Alfred 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.

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

- A letter addressing the qualifications, experience and key selection criteria as outlined in the position description.

#### Curriculum Vitae

- All relevant contact details.
- Positions held, dates, scope of responsibilities and key achievements.
- Any other relevant information – professional, academic, community etc.

### Timelines

- Candidate interviews with Derwent will take place in April 2022.
- Dates for formal panel interviews are yet to be confirmed though are expected to be May 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.