

## Executive Brief

---

**Organisation:** Monash Health  
**Position:** Deputy COO Monash Medical Centre  
**Consultant:** Catherine Reidy  
**Date:** April 2022

---

The information contained within this document is privileged and confidential and is intended for use of the intended recipient only. This document remains the property of Derwent and you are hereby notified that any disclosure, reproduction, alteration, distribution or other use of this document is strictly prohibited. The information contained within is not warranted or guaranteed by Derwent and any comment or opinions expressed are supplied on a strictly privilege & confidential basis.

## Contents

|  |    |
|--|----|
| Deputy Chief Operating Officer, Monash Medical Centre – an overarching view..... | 3  |
| Our Tertiary Health Services.....  | 4  |
| Changes to the Organisational Structure (July 01 2022).....                      | 4  |
| Organisational Structure .....   | 5  |
| About Monash Health.....   | 6  |
| Our Work and Culture .....   | 7  |
| Our Campuses .....   | 8  |
| Position Overview .....  | 11 |
| Management Team .....  | 15 |
| Board of Directors .....   | 15 |
| Application Process and Timelines .....  | 15 |



## Deputy Chief Operating Officer, Monash Medical Centre – an overarching view

Healthcare systems are rapidly changing enterprises facing many challenges, such as financial constraints, greater demand for accountability, increasing regulation, and changes in patient populations.

Monash Health is no exception to this and is committed to developing leaders at all levels who can manage the organisational and system changes necessary to improve health through patient centred care, process improvement, direct engagement and collaborative leadership.

Key to this is aligning leadership priorities and clinical safety, quality and risk management as well as financial and activity management. This necessitates a strong leader who is a competent individual with the tools, experience and authority to drive success and who understands how each function within the hospital impacts the other functions.

Monash Health is rapidly expanding with a program of intensive growth and related infrastructure expansion planned. Coming into effect from July 1st, 2022, changes to Monash Health's organisational structure will ensure continued strengthening of clinical leadership, and a management response that is fit for purpose, delivering depth and integration alongside opportunities for clinical and academic leadership and management development.

This restructure more appropriately allocates portfolios and direct reports across the health service, provides greater delegation of authority and is a means of achieving superior outcomes.

As a research-intensive quaternary / tertiary centre, Monash Medical Centre is expected to deliver world leading clinical programs and drive research and teaching excellence. Aligning with a medically led and integrated approach the intention is to focus fervently on patient need.

Studies show that hospitals with strong

programs of lab and clinical based research have higher patient ratings and lower patient mortality rates for a range of medical conditions and procedures. The critical thinking, inquisitiveness, constant learning, teamwork, attention to detail, and persistence are some of the key mechanisms by which research translates to improved care.



Monash Medical Centre (MMC) is a 640-bed teaching and research hospital of international standing providing a comprehensive range of specialist surgical, medical, allied health and mental health services to the local community.

Reporting to Chief Operating Officer, Martin Keogh, and based at Monash Medical Centre (MMC), this position works in close alignment with a General Manager / Program Director and has a clear focus on MMC alongside a range of programme portfolios including General Medicine and Emergency, Medical Specialities, Monash Cancer, Allied Health and Patient Flow.

### Recent highlights at Monash Health include:

- our continued response to COVID-19, responding to the needs of our patients and the wider community while protecting and supporting our employees;
- being selected as a State Vaccination Hub and entrusted to take carriage of, store and distribute vaccines within the southeast catchment;
- the establishment of COVID-19 high-volume vaccination centres, delivering Victoria's first dose in what will inevitably be our most extensive vaccination program;
- creation of the South East Public Health Unit, establishing and mobilising COVID-19 screening clinics, COVID-19 vaccination clinics, developing tracing and other outbreak management response models and partnering with other public health services, private hospitals and community providers;
- opening the new Emergency Department and dedicated children's emergency area at Monash Medical Centre;
- officially launching The Moose Imagination Tree;
- the advancement of more than 140 active research studies, including multiple research projects related to COVID-19, viral disease and pandemic response.

Please take the opportunity to find out more about Monash Health and its extraordinary journey to date, and challenges ahead. This opportunity is well suited to those who place a high value on planning and delivering health service transformation to meet the current and future health and wellbeing needs of the communities within the Monash Health catchment.

We invite you to pursue this exciting and important role with Monash Health.

## Our Tertiary Health Services

Monash Health provides medical and surgical tertiary health services for children, adolescents and adults Australia wide.

This includes the provision of neurosurgery, cardiac care, and paediatric sleep medicine for regional and rural communities and partnering with health services in regional and rural locations to provide care for their communities, including via telehealth technology.

We are one of only two services in Australia that provide combined kidney and pancreas transplants, and one of only two centres in Victoria with an acute stroke unit that provides an endovascular clot retrieval service. We are the dedicated statewide provider of thalassaemia care.

In partnership with other tertiary health services, we provide statewide paediatric services in intensive care, cancer services, cardiac care, surgery, rehabilitation, sleep disorders, forensic medicine and palliative care. The breadth of Monash Health's services makes us the employer of choice for highly talented healthcare professionals, enabling us to provide the best possible care and experience for the community.

## Changes to the Organisational Structure (July 01 2022)

### In relation to the creation of new Deputy Chief Operating Officer (Deputy COO) roles

- Deputy Chief Operating Officer Surgery and Interventional Services, Casey and Dandenong Hospitals. The portfolio brings together two hospitals undergoing significant change and development. The surgical and interventional services agenda is a major priority and will require significant senior attention as we recover from two years of COVID-19 impact.
- Deputy Chief Operating Officer Aged Care, Rehabilitation and Kingston Centre. The portfolio simplifies the arrangements in Aged Care and Rehabilitation by consolidating residential rehabilitation alongside aged care. The portfolio will allow us to respond to the recommendations arising from the Aged Care Royal Commission as well as the planned redevelopment of residential aged care centres.
- Deputy Chief Operating Officer Monash Medical Centre. As the quaternary/tertiary centre for Monash Health, the management oversight and focus needs to be simplified. The position will have a clear focus on MMC alongside a range of programme portfolios.
- Deputy Chief Operating Officer Public Health and Community Care. The portfolio will consolidate the development of the South East Public Health Unit alongside our community based services.
- Further, the Victorian Heart Hospital programme will be moved to under the direct oversight of the Chief Operating Officer.

## CHIEF EXECUTIVE

*Andrew Stripp*

| Chief Operating Officer  | Executive Director Medical Services  | Executive Director Nursing & Midwifery   | Executive Director Quality, Safety  | Executive Director Financial Services / Chief Financial Officer   | Executive Director Digital Health  | Executive Director Office of the Chief Executive  | Executive Director People & Culture   | Executive Director Research Strategy   | Executive Director Communications & Engagement  |
|--|--|--|---|---|--|---|---|--|---|
| <i>Martin Keogh</i>  | <i>Anjali Dhulia</i>   | <i>Katrina Nankervis</i>   | <i>Carlos Scheinkestel</i>  | <i>Rachelle Anstey</i>  | <i>Emilio Pozo</i>   | <i>Lisa Evans</i>   | <i>Karen Lowe</i>   | <i>Vacant</i>  | <i>Louise Kanis</i>   |
| <ul style="list-style-type: none"> <li>• Surgery &amp; Interventional Services</li> <li>• Monash Medical Centre</li> <li>• Aged Care &amp; Rehabilitation</li> <li>• Public Health &amp; Ambulatory Care</li> <li>• Monash Women's</li> <li>• Monash Children's</li> <li>• Monash Mental Health</li> <li>• Monash Heart &amp; Victorian Heart Hospital</li> <li>• Outpatients &amp; Health Information Services</li> </ul> | <ul style="list-style-type: none"> <li>• Pharmacy</li> <li>• Imaging</li> <li>• Medical Workforce</li> <li>• Medical Governance</li> <li>• Chief Allied Health Officer</li> <li>• Patient Experience &amp; Consumer Engagement</li> <li>• Medical Education</li> </ul> | <ul style="list-style-type: none"> <li>• Food Services</li> <li>• Cleaning &amp; Ward Support</li> <li>• Nursing &amp; Midwifery Education</li> <li>• Security &amp; Emergency Management</li> <li>• Nursing &amp; Midwifery Workforce</li> <li>• Nursing &amp; Midwifery Governance</li> <li>• Family Violence</li> </ul> | <ul style="list-style-type: none"> <li>• Quality &amp; Safety</li> <li>• Risk</li> <li>• Business Intelligence</li> </ul> | <ul style="list-style-type: none"> <li>• Finance/Strategy</li> <li>• Financial Services</li> <li>• Business Support</li> <li>• Regulation</li> <li>• Shared Services</li> </ul> | <ul style="list-style-type: none"> <li>• Information Technology Services</li> <li>• Electronic Medical Record</li> </ul> | <ul style="list-style-type: none"> <li>• Capital</li> <li>• Engineering</li> <li>• Supply &amp; Distribution</li> <li>• Legal Services</li> <li>• Commercial, Property &amp; Retail</li> <li>• Transformation, Planning &amp; Strategy</li> <li>• Monash Health Foundation</li> </ul> | <ul style="list-style-type: none"> <li>• Employee Relations</li> <li>• Safety &amp; Wellbeing</li> <li>• Employee &amp; Manager Support</li> <li>• Learning &amp; Development</li> <li>• Talent Acquisition</li> <li>• Pathology</li> </ul> | <ul style="list-style-type: none"> <li>• Research Office</li> <li>• Intellectual Property Office</li> <li>• Research Support</li> <li>• Research Governance</li> <li>• Clinical Trials Centre Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Communications</li> <li>• Media</li> <li>• Government Relations</li> <li>• Social Media Digital</li> <li>• Engagement</li> </ul> |

## About Monash Health

*"We see Monash Health's teams pursuing excellence every day. Whether it be excellence in research and teaching, in our provision of care, or in establishing and maintaining the best support systems to allow for that care, it is the foundation for all that we do."*

**Andrew Stripp,**  
Chief Executive

### The Organisation

For almost 170 years, Monash Health and its predecessors have provided safe, high-quality healthcare for people at every life stage.

Monash Health are a publicly funded metropolitan health service based in Melbourne, Victoria, Australia. Providing care across the entire lifespan, their major hospitals include Monash Medical Centre, Monash Children's Hospital, Dandenong Hospital, and Casey Hospital in Berwick. We also provide care at Moorabbin Hospital, the Kingston Centre, and the Cranbourne Integrated Community Care Centre.

We have over 40 locations across south eastern Victoria, including several community health centres in Berwick, Cockatoo, Springvale, Dandenong, and more. We opened the new Monash Children's Hospital in Clayton in April 2017 and have begun planning for the Victorian Heart Hospital which will be Australia's first dedicated cardiac hospital. With such a range of locations and specialties, their career opportunities are just as varied.

Monash Health frequently offer clinical roles, which are in turn supported by corporate and administration positions. We place an emphasis on learning and development, as well as innovation and new experiences for staff. Their vision is to provide better healthcare to the community. Along the way we work to meet the needs of a community that is diverse in its culture.

As an equal opportunity employer, Monash Health is committed to a fair and non-discriminatory workplace that maximises the talent, potential and contribution of all employees. At Monash Health we are relentless in their pursuit of excellence and work to their six guiding principles.

W: <http://www.monashhealth.org>

Head Office: Clayton, Victoria

**Monash Health Research Support Services is a collaborative initiative that strengthens links between education and training, basic and clinical research, and patient care.**

#### Research Governance

Research governance is a framework for the scientific quality, ethical acceptability and safety of the research we sponsor or approve to be conducted.

#### Human Research Ethic

The Monash Health Human Research Ethics Committee (HREC) and a Human Research Ethics Low Risk Review Panel reviews proposals involving Monash Health patients, employees and resources.

#### Research Support Services

Monash Health Research Support Services is responsible for all human research projects conducted by Monash Health and its Monash Health Translation Precinct partners.



## Our Work and Culture

At Monash Health we are relentless in their pursuit of excellence and work to their six guiding principles.

- We consistently provide safe, high quality and timely care
- We provide experiences that exceed expectations
- We work with humility, respect, kindness and compassion in high performing teams
- We integrate teaching, research and innovation to continuously learn and improve
- We orientate care towards our community to optimise access, independence, and wellbeing
- We manage their resources wisely and sustainably to provide value for our community

Monash Health value diversity and individual worth. As an equal opportunity employer, Monash Health is committed to a fair, equitable and non-discriminatory workplace that maximises the talent, potential and contribution of all employees. We act with fairness, dignity, and empathy for each other and for their patients. We value honesty, openness and taking responsibility for their performance. We aim for and recognise innovation, quality, and professionalism.

When you join Monash Health, you become part of a team that is committed to the pursuit of excellence in their care, teaching and research.

### Monash Health's Care at a Glance



### Why join Monash Health?

As Victoria's largest health service provider, Monash Health offers diverse careers in a variety of medical, nursing, allied health and research fields. We also offer careers in finance, information technology, public affairs and communications, human resources and facilities management.

Their services seek to improve the health and wellbeing of all Victorians – it's work that makes a difference.

If making a difference to the lives of others is important to you, you've found the right place.



## Our Campuses

The services we provide at each site are constantly evolving to ensure we continue to meet our community's changing needs and expectations. We adopt the latest advances in health science and technology to provide consistently safe and high-quality care.

### Monash Medical Centre



Monash Medical Centre is a major tertiary, teaching and research hospital providing a comprehensive range of specialist surgical, medical, allied health, mental health and palliative care services. Monash Medical Centre has one of the state's busiest emergency departments, which has recently undergone a major expansion, including the addition of dedicated paediatric emergency facilities.

Monash Medical Centre also remains the primary site for our world-renowned cardiovascular service, before it relocates to the nearby Victorian Heart Hospital. Co-located with Monash Children's Hospital, and with ready access to the state's largest Special Care Nursery and Neonatal Intensive Care Unit, Monash Medical Centre is uniquely placed to provide world class maternity and newborn care for complex and high-risk pregnancies.

### Monash Children's Hospital



Monash Children's Hospital is a major tertiary, teaching and research hospital, co-located alongside Monash Medical Centre. It provides healthcare across more than 30 specialist services and programs, including Early in Life Mental Health Service (ELMHS), Victoria's largest neonatal intensive care unit, and services in rehabilitation, surgery, oncology, paediatric intensive care, and palliative care. Monash is the third busiest paediatric service in the country, caring for more than 100,000 children every year. Our paediatric services are provided across three sites, including emergency and inpatient services at both Casey and Dandenong Hospitals.

Monash Children's Hospital is also a statewide provider of children's cancer services and is the Victorian Referral Centre for many low-volume and highly complex cases. We uniquely link paediatric and adult services to create positive, safe, and high-quality transitions of care.

### Casey Hospital



Casey Hospital is a major tertiary, teaching and research hospital, serving one of the fastest growing areas in Melbourne's south east. It provides emergency, general medical, mental health, rehabilitation, surgical, ambulatory and leading cardiovascular services. The hospital is a provider of paediatrics, maternity and special care nursery services.

Casey Hospital has grown to meet the needs of the local community, with expanded inpatient capacity and day procedural beds, an intensive care unit and more operating theatres. These facilities allow the local community easier access to higher acuity care. Casey Hospital houses a Monash University Education Hub, which allows the site to coordinate training and education for medical, nursing, midwifery, and allied health students.

### Cranbourne Integrated Care Centre

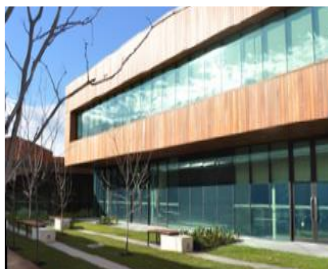


Cranbourne Integrated Care Centre is located in the heart of Cranbourne, with services tailored to the local community. It provides a range of same-day acute and sub-acute services including surgery, renal dialysis, specialist consulting, regional ophthalmology, mental health, community health services and a community rehabilitation centre.

By providing services such as dental care, psychology, podiatry and other specialist services close to a major population centre, the Cranbourne Integrated Care Centre removes barriers to care and boosts primary and preventive health programs.



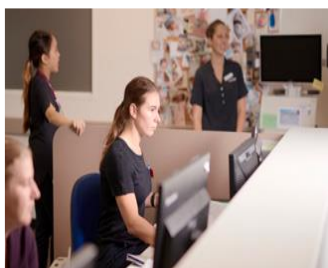
## Dandenong Hospital



Dandenong Hospital is a major tertiary, teaching and research hospital providing several general and specialist services to the community of Dandenong and its surrounding areas. These services include an emergency department, general medical and surgical, intensive care, maternity care, special care nursery, paediatrics, outpatients, day chemotherapy, home haemodialysis, and allied health services.

It is a specialist referral centre for a wide rural and regional catchment. Dandenong Hospital also provides specialist services including orthopaedic, plastic, vascular and facio maxillary surgery, gynaecology, and respiratory medicine. Specialty inpatient and outpatient mental health facilities are located at Dandenong Hospital.

## Jessie McPherson Private Hospital



A tertiary level private hospital co-located at Monash Medical Centre, Jessie McPherson Private Hospital offers specialist services for people in Melbourne, regional Victoria, interstate and overseas. Being located at Monash Medical Centre gives Jessie McPherson Private Hospital access to a range of specialist services that are not offered in most other private hospitals, such as adult and paediatric intensive care units, a neonatal intensive care unit, and the full suite of pathology, pharmacy, and diagnostic imaging services.

## Kingston Centre



Kingston Centre is a large subacute facility specialising in high quality rehabilitation and functional restoration, including the full range of allied health services for adults of all ages, transitional care, and aged mental health.

The centre provides specialist services for older people including aged care assessment, cognitive dementia and memory services, a Falls and Balance Clinic, Pain Clinic, clinical gait analysis and continence service. Kingston Centre is at the forefront of research into movement and gait disorders, aged mental health and geriatric medicine.

## Moorabbin Hospital



Moorabbin Hospital incorporates Monash Cancer Centre, one of Victoria's leading cancer treatment centres, and hosts the Southern Melbourne Integrated Cancer Service. Moorabbin Hospital has a longstanding partnership with the renowned Peter MacCallum Cancer Centre, which delivers radiotherapy services at the site. Moorabbin Hospital also provides extensive elective surgery and dialysis services and is home to Victoria's first Patient Simulation Centre.

The hospital plays a major role in the education and training of undergraduate and postgraduate medical students, nurses and allied health professionals. Diagnostic imaging modalities are available at the site, allowing clinical teams to have access to the best information needed to provide patient centred care. The hospital is a centre for research, and in particular, a major contributor to cancer-related research.

## Community Health Facilities



Monash Health's community program operates across 21 sites and supports our local communities to improve, maintain and manage health, independence and wellbeing. The focus of our community health facilities is to provide integrated, multidisciplinary care close to home.

The aim is to support and prepare consumers to self-manage their health and health care. Monash Health Community delivers services to people of all ages, supporting them through all stages of their care and delivering an integrated pathway from acute and subacute care to the community.

## Mental Health Facilities



Monash Health operates eight mental health facilities including inpatient, residential, community care and drug and alcohol facilities. With a focus on holistic care empowering clients to be involved in their assessment and care, Monash Health provides mental health care across the full range of services, from children through to adults. This includes Early in Life Mental Health Services, perinatal and infant care, eating disorders, gender dysphoria, prevention and recovery care, and community rehabilitation.

Monash Health also provides services such as crisis assessment and treatment, acute inpatient care, extended inpatient care, and the innovative Police, Ambulance, and Clinical Early Response (PACER) unit.

## Aged Care Facilities



Monash Health provides a range of aged care services across Melbourne's south east, including low level care in hostels, high level care in nursing homes, respite care, dementia specific care and specialised aged mental health care.

The two main residential aged care units are based at the Kingston Centre. Our aged care services have a focus on care for people with dementia and aged mental health care. An expansion of aged care facilities at the Kingston Centre is currently in planning stages. This will include major upgrades, delivering a dementia-friendly environment that promotes independence and privacy for residents.

## Position Overview



|                        |                                |
|------------------------|--------------------------------|
| <b>Position Title:</b> | Deputy Chief Operating Officer |
| <b>Classification:</b> | Executive                      |
| <b>Reports to:</b>     | Chief Operating Officer        |

### About Monash Health

Monash Health is Victoria's largest public health service. We provide safe, high-quality care to one-quarter of Melbourne's population, across the entire lifespan, from pre-birth to end-of-life.

We improve the health of our communities through:

- Prevention and early intervention
- Community and home-based treatment and rehabilitation
- Specialised surgical; and medical diagnosis; treatment and monitoring services
- Hospital and community-based mental health services
- Comprehensive sub-acute and aged care and palliative care programs
- Research and teaching the next generation of healthcare professionals

More than 20,000 employees work at over 40 care locations across south-eastern Melbourne, including Monash Medical Centre, Monash Children's Hospital, Moorabbin Hospital, Dandenong Hospital, Casey Hospital, Kingston Centre, Cranbourne Centre, and an extensive network of rehabilitation, aged care, community health and mental health facilities.

Each year:

- We provide more than 4.1 million episodes of care to our community.
- Close to 265,000 people are admitted to our hospitals.
- More than 231,000 people receive care at our three emergency departments.
- We respond to more than 63,000 ambulance arrivals.
- We perform more than 46,000 surgical procedures.
- We deliver more than 10,000 babies.

As an equal opportunity employer, Monash Health is committed to a fair and non-discriminatory workplace that maximises the talent, potential and contribution of all employees. We are relentless in our pursuit of excellence and work to our six guiding principles.

## Job Summary

The current scope of our Chief Operating Officer is extremely large with many direct reports. The creation of Deputy Chief Operating Officers will streamline the operational management of our Clinical Programs, improve timely decision making, increase opportunities for career progression and better support the Chief Operating Officer in taking on a more strategic role in the portfolio.

Reporting to the Chief Operating Officer and working with a General Manager / Program Director the position has executive and operational responsibility for the leadership and management of nominated program/ clinical specialities/ sites across Monash Health.

The operational services of Monash Health are delivered as part of an integrated care model, they reflect best practice, meet the needs of the defined target group and are delivered within budget. The program/ portfolio services are supported by a detailed operational plan. This links with Monash Health's strategic plan and identifies the key result areas, measures of success and improvement opportunities.

As a member of the Monash Health Executive Committee (MHEC), the appointee will provide leadership in achieving and upholding Monash Health's Vision, Purpose and Values.

## Key Outcomes

The key outcomes for this role will be identified in the incumbent's performance plan and aligned with our strategic intent 'we are relentless in our pursuit of excellence' and the principles supporting our Strategic Plan, these are:

- We consistently provide safe, high quality and timely care
- We provide experiences that exceed expectations
- We work with humility, respect, kindness and compassion in high performing teams
- We integrate teaching, research and innovation to continuously learn and improve
- We orientate care towards our community to optimise access, independence and well being
- We manage our resources wisely and sustainably to provide value to our community

## Key Result Areas

- Development and implementation of strategy / operational plan that supports the organisations strategic plan and organisational priorities.
- Leading performance improvement in quality and safety, patient outcomes, patient satisfaction and employee engagement.
- In consultation with executive colleagues, develop and implement operational workforce strategy
- Implement and embed National Standards across services
- Support the growth and development of people including appropriate talent and succession planning
- Develop innovative models for the delivery of services with a focus on people's journey through the health system
- Deliver operational plan on budget and lead implementation of efficiency savings and initiatives

## Scope

|                                    |  |
|------------------------------------|--|
| <b>Budget</b>                      | TBD  |
| <b>Functional Responsibilities</b> | Refer to Addendums attached: <ul style="list-style-type: none"><li>• Deputy Chief Operating Officer - Surgery and Interventional Services, Casey and Dandenong Hospitals</li><li>• Deputy Chief Operating Officer Aged care, Rehabilitation and Kingston Centre</li><li>• Deputy Chief Operating Officer Monash Medical Centre</li><li>• Deputy Chief Operating Officer Public Health and Community Care</li></ul> |
| <b>Functional KPI's</b>            | KPIs for the role/s will be established within the first 3 months  |



## Responsibilities/Accountabilities

### Strategic Management

- As part of the Monash Health Executive Committee (MHEC) set the direction of the area and provide support to achieve Monash Health's strategic objectives and targets
- Review and analyse the needs of the operations and develop innovative programs as well as interfaces with the other operational portfolio programs / services
- Responsible for the collaborative development and delivery of the strategic plan and drive strategy and planning within the area of the nominated portfolio, ensuring alignment with Government Policy, client needs and Monash Health
- Benchmarking and linking best practice with actual performance in quality systems, measures and culture within their nominated operational program / area
- Foster research across the portfolio
- Create a performance culture focussed on the delivery of key financial and operational outcomes

### Operational Management

- Develop and sustain positive internal and external relationships, including communication and consultation
- Contribute to Monash Health's overall effectiveness through coordination, cooperation with, and support of, all Monash Health functions
- Ensure effective operations across multiple sites, establish an operational plan and ensure the key results as defined in the operational business plan, Statement of Priorities and other Departmental Plans are met
- Work with sites to ensure effective access and discharge processes are in place across all programs and that access targets are met.
- Review models of care and identify process improvement opportunities to enhance the quality of care and the delivery of services
- Ensure compliance with relevant statutory reporting authorities including meeting accreditation requirements
- Develop and sustain positive internal and external relationships, including communication and consultation with stakeholders and be able to influence decision making
- Manage program research and education

### Governance

- Develop an appropriate management structure and processes to discharge responsibilities effectively in the Programs/ Sites.
- Develop a risk register and management of these risks, including those that relate to legislative compliance.
- Ensure that within their areas of responsibility:
  - Risk management is an explicit part of the strategic planning process
  - Risk registers include risks that cover the whole organisation
  - Key risks reported in the risk profile are clearly aligned with the corporate goals
  - Risk reports provided to executive management, boards and audit committees include sufficient information and are aligned with the Australian Risk Management Standard.

### Workforce

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

### Change Management

- Drive innovation and change management within the portfolio to achieve continuous improvement
- Foster an organisational culture of excellence, and innovation
- Represent Monash Health in various professional, industry, media and Government forums

## Financial Management

- Ensure there is financial responsibility and accountability across the functions under the control of the position and develop and implement financial strategies that will ensure budgetary targets and key performance indicators are achieved
- Initiate and implement actions to improve financial effectiveness
- Contribute to and deliver outcomes as agreed in the Monash Health Financial Plan

## Personal Specifications

### Qualifications Essential

- Tertiary qualification in management, health management and/or a related discipline

### Technical Skills

- Demonstrated experience at senior management level with proven ability to develop and meet strategic, operational and budgetary objectives.
- Demonstrated experience in and capacity to understand the complexities and challenges of the health sector and stakeholder issues
- Strong written and verbal communication skills, particularly in relation to consultation, influencing and conflict resolution
- Demonstrated ability to foster a culture that encourages sound patient care, financial responsibility, employee safety, innovation and productivity improvements
- A track record of leading, motivating and developing employees/ teams through effective leadership in a complex and diversified environment
- Proven ability to exercise sound judgement in ethical, medical and management issues
- Capacity to be an effective member of the Executive team, stimulate constructive debate and support colleagues in the achievement of organisational objectives

### Leadership Skills

- Demonstrated ability to innovate and partner across a broad range of industry to generate new ideas and solutions than can be applied to the organisation
- Is able to effectively collaborate with critical internal and external stakeholders, through actively encouraging an environment at all levels, where the open sharing of ideas, opinions and information is valued and demonstrated with kindness, humility and respect
- Proven ability to promotes a confident expectation about the future success of the organisation, with use of their position to cultivate positive energy and enthusiasm when gaining the support of others
- Can translate organisational strategy into meaningful plans and objectives, with a continued focus on improving through learning, searching for excellence in delivery
- Will take the lead to ensure that critical issues are discussed for the greater good, calling out behaviour that goes against our values and commitment to inclusion. Responsive and resourceful, with a keen sense of how to focus and support others through ambiguity and challenging times
- Considers the commercial implications of decisions. Seeks opportunities to improve efficiency and sustainability for the future.

## Monash Health Values

|                       |  |
|-----------------------|--|
| <b>Integrity</b>      | Honesty, open and transparent, admit mistakes, maintains confidentiality, fairness, builds trust.  |
| <b>Compassion</b>     | Empathy, sensitivity, concern for others, interacts with dignity, tolerance, anticipates needs   |
| <b>Accountability</b> | Understands roles, uses resources wisely, delivers on time, timely decision making, achieves stretch goals, takes responsibility for performance       |
| <b>Respect</b>        | Builds relationships, courteous, listens and understands, gives & receives feedback, sensitivity & understanding, values difference & individual worth |
| <b>Excellence</b>     | Supports creativity & innovation, proactive & solution focused, seeks out opportunities, embraces quality improvement, professionalism                 |

### Other Position Requirements

- The incumbent will be required to travel between campuses of Monash Health as necessary and therefore requires a current driver's licence
- Flexibility in working hours is required to meet work commitments

## Management Team

<https://monashhealth.org/about/executive-team/>

## Board of Directors

<https://monashhealth.org/about/board-of-directors/>

## Application Process and Timelines



### 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

Monash 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  | Curriculum Vitae                      |
|--|---------------------------------------|
| <p>Your cover letter should address your experience in the following areas:</p> <ul style="list-style-type: none"><li>- Track record in improving patient, quality and efficiency outcomes across whole of hospital / health service</li><li>- Leading an organisation through substantial growth and driving strategy and reform in a defined timescale</li><li>- Strengthening of clinical and academic leadership and management development</li><li>- Demonstration of an innovation mindset</li></ul> | <p>A standard CV – MS Word or PDF</p> |

### Timelines

- Interviews with Derwent will take place in May 2022
- Client interviews will take place in early June 2022
- Second round interviews TBA.
- Detailed reference checks and appointment will follow.

### 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.