

DERWENT | CANDIDATE BRIEFING DOCUMENT



SUNSHINE HOSPITAL

Western Health



Chief Operating Officer

June 2022 | STRICTLY CONFIDENTIAL

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About Western Health

On behalf of Western Health, we welcome your interest in the exciting role of Chief Operating Officer.

ABOUT WESTERN HEALTH

Western Health is the major healthcare provider to one of the fastest growing – and most diverse – regions of Australia.

With a budget of more than \$1 billion, Western Health manages three acute public hospitals: Sunshine Hospital (including Joan Kirner Women's & Children's facility), Footscray Hospital, the Williamstown Hospital, as well as Sunbury Day Hospital.

In an important milestone, Western Health and Djerriwarrh Health Services voluntarily amalgamated on 1 July 2021, adding inpatient, non-bed based and community services at Bacchus Marsh, Melton and Caroline Springs under the management of the Executive and Board of Western Health.

Melbourne's western suburbs are rapidly growing. The catchment population is nearing 900,000 and the birth rate and movement into this region means that strong growth will continue into the years ahead.



Our communities are culturally rich, with different languages and dialects. Yet, while proudly diverse, people from across our suburbs face significant challenges, including substantial social and economic disadvantage, with higher than average unemployment and a large proportion of our population experiencing financial hardship.

People in the West have a relatively higher burden of disease, especially in chronic disease, certain types of cancer and mental illness.

Employing more than 11,000 staff and some 700 volunteers (COVID restrictions permitting), Western Health has a focus on enabling and supporting the culture and capability of

all people across the organisation. A large proportion of our staff are from the western suburbs, or live locally now, further connecting us with the communities we serve, across eight municipalities.

We have long-standing relationships with health providers in the western region of Melbourne, as well as strong affiliations with numerous colleges and academic institutions, including the University of Melbourne Western medical school; as well as Victoria, Deakin and LaTrobe Universities among others.

Western Health provides approximately 700,000 patient contacts.

Our ability to adapt and innovate is a source of pride at Western Health. Over the past 12 months, as indeed it has been over the past two years, these attributes became more valuable than ever.

Melbourne's West has been particularly hard hit by COVID, and Western Health has been at the forefront with large COVID demand being managed by our teams. We have also supported large numbers of outbreaks in external locations including residential aged care facilities.

Western Health has also had the added responsibilities of being a Local Public Health Unit and the COVID Vaccination Hub lead for the western metropolitan region.

Just like health services all around Australia and the world, Western Health and its resources have been tested by the COVID-19 pandemic. We are extremely proud of the way our 11,200 staff responded to this unprecedented challenge, all the while continuing to provide Best Care for our patients and communities.

Our commitment to staff wellbeing and safety is of the highest priority at Western Health and this was demonstrated in our recent success at the Victorian Worksafe Awards, where we won two major awards – one for the Prevention of Mental Health Injury and another for a Safety Solution innovation to protect nurses from COVID when caring for COVID patients for many hours.

Two of the biggest capital projects in health across the state are well advanced or about to begin construction. The \$1.5 billion New Footscray Hospital is due to open in 2025 and at least \$900 million has now been committed to a Melton Hospital. These major projects are in addition to the 52 new acute mental health beds now under construction at Sunshine Hospital and the recent expansion of the Sunshine Hospital emergency department.

In mid 2023, Western Health will also take up direct management of all mental health services across our sites, through the disaggregation project. Currently mental health services at the Sunshine Hospital site are managed by North Western Mental Health and services on our Footscray site are managed by Werribee Mercy.



Executive Summary

Message from Chief Executive Officer – Adj Prof Russell Harrison

“Challenging times are usually when a culture is put to the test, but at Western Health we thrive. In times of adversity, it is brilliant to see how the Western Health team all come together to care for our patients and each other.” Russell Harrison, Chief Executive

CHIEF OPERATING OFFICER CONTEXT

The Chief Operating Officer role at Western Health is both large and complex and with each passing year, more so. The sheer growth of clinical services to accommodate our expanding catchment and attendant scaling in workforce numbers is virtually seismic. Western Health needs a Chief Operating Officer that strategically partners and adds long term value to the Executive and the Board. Without wishing to be overly prescriptive that amounts to:

- An execution mindset. Focusing up and out when necessary but also down and into the detail, effectively cascading and enabling our teams.
- Change agent capability. Major organisational change and rapid expansion requires bravery of thought and action.
- Flexibility of style. A natural ability to move up, down and outside of the organisation's hierarchy and bring others with on the journey.
- Commitment to succession planning. We owe it to our people and to our community to deliver not just today but beyond our tenure.

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

Now more than ever, we face new challenges requiring us to perform unaccustomed tasks, some of which are beyond the scope of previous practice and experience. We're facing challenges due to varying patient epidemiology, technical and technological innovation in service delivery, expectations of improved flow and quality of care, greater transparency in accountability on outcomes, in addition to new business models, partnerships between public and private players, co-creation and co-production of services with patients, task shifting and skill mix.

At this important inflection point in Western Health's journey we're seeking a Chief Operating Officer with the capacity to think big and to continually nurture and develop our unique culture ensuring the delivery of consistently high quality, safe and compassionate healthcare.

That aside, the COO is expected to focus on all aspects of the organisation's performance, identify and troubleshoot service pathway issues and subsequent transformation projects need to cultivate strong relationships with key stakeholders.

The Chief Operating Officer is uniquely positioned to affect the day-to-day operation of every part of our organisation and necessitates broad operational experience of scale in tandem with good strategic nous. In a practical sense that entails a leader who'll provide structure and clarity, and a keen ability to monitor problem-solve and with strong innovation skills.

The Chief Operating Officer needs to be people-oriented leader, capable of team building, motivation and management across a complex multi-site health service. You'll need to be experienced in strategic planning, environment scanning, networking, managing organisational change and decision making.

In essence, this position delivers tangible benefits to our consumers and partners, to our care providers and healthcare managers and to our community overall. This opportunity will test your capacity to deal with uncertainties, to manage complexity and an array of internal and external stakeholders and to apply a collaborative and evidence based approach to strategic and service planning. We aspire to not just to be contemporary in our thinking but leading, and to transform health outcomes and health service quality in Melbourne's Western suburbs.

Please take the opportunity to find out more about Western 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 Western Health catchment.

A positive patient experience is at the centre of everything we do, and we rely on the efforts of our dedicated staff and volunteers to deliver the overall goal of the organisation. The Western Health vision, purpose, values and strategy outline how we aim to address these challenges and how we strive to be as an organisation. As the population of our region grows at unprecedented rates, our services and facilities continue to be stretched and we are determined to provide the Best Care that our community deserves.

I invite you to pursue this exciting and important role with Western Health.



Adj Prof Russell Harrison
Chief Executive Officer

Strategic Directions

A new Strategic Direction for Western Health was launched in 2021 and takes us through until 2023.

You can visit [this link](#) to explore the content of this document.

Strategic Framework

We will be guided by a Strategic Framework that provides a clear direction in dynamic times and allows us the flexibility to face challenges and take opportunities as they arise. We have plotted a three year course for Key Initiatives that will evolve according to the expectation, need and context of the time. Our five Strategic Directions will endure as guiding beacons well beyond this period.

Strategic Directions

01



We partner with
patients and
families

02



We care for our
people

03



We deliver
services for the
future

04



We are better
together

05



We discover and
learn

Western Health Expansion



Footscray Hospital

Located on the corner of Geelong and Ballarat Roads, the new Footscray Hospital will support the increasing demand from Melbourne's booming western suburbs, ensuring families can get the care they need close to home.

Building a bigger and better Footscray Hospital will cut wait times and reduce pressure on nearby hospitals. With an increase of nearly 200 beds, the new hospital will treat approximately 15,000 additional patients and enable around 20,000 additional people to be seen by the emergency department each year.

Construction of the new Footscray Hospital is now underway, with the hospital expected to open in 2025.

The current Footscray Hospital, located at 160 Gordon Street in Footscray, was built in the 1950s. It is a tertiary teaching hospital with 311 inpatient beds.

The hospital is operated by Western Health and provides a range of inpatient and outpatient services, including:

- acute medical and surgical care
- intensive and coronary care
- sub-acute care
- related clinical support services
- mental health services
- drug and alcohol services.

Acute adult and adolescent mental health services are provided on site by Mercy Health and Orygen respectively.

Melbourne's west is growing, with the population predicted to grow by 60 per cent in the next 20 years. As the population grows and ages, demand for healthcare services continues to increase.

The New Footscray Hospital will help meet the changing and growing health needs of Melbourne's west.



Melton Hospital

The new hospital is being funded with more than \$900 million in the Victorian Budget 2022/23 – supporting the growing and diverse communities of Caroline Springs, Rockbank, Melton and Bacchus Marsh.

The hospital will be Victoria's first to be powered by 100 per cent renewable energy. It will create more than 700 direct jobs and 1,700 indirect jobs during construction.

The hospital will provide a new education and training hub for doctors and nurses in Melbourne's west. Its operations are expected to generate 3,975 direct jobs on-site in its first full year of operations, including medical and nursing staff, allied health professionals, technicians and administrative and facilities management staff.

It will also generate 2,485 indirect jobs in surrounding health-related services and other businesses.

The new hospital will be built at 245-267 Ferris Road, Cobblebank and will include a 24-hour emergency department, more than 100 medical and surgical beds, an intensive care unit, maternity and neonatal services, more mental health services, radiology services and ambulatory care.

This will allow almost 130,000 patient presentations each year, as well as almost 60,000 patients to be seen in the emergency department.

The site is located within the future Cobblebank Metropolitan Activity Centre and close to the Cobblebank train station, and Western Freeway.

It will also provide an essential link with services at other public hospitals in the western region – including Sunshine Hospital and the new Footscray Hospital.

Planning for the new Melton Hospital is well underway, with council and utility authorities engaged to support the delivery of new precinct infrastructure required for the new hospital.

The landmark project is being delivered by the Victorian Health Building Authority (VHBA) and Western Health, which will operate the hospital. Construction is expected to start in 2024 and be finished by 2029.

Best Care

Best Care is our framework for quality, safety and improved patient experience. Developed following consultation with patients and their families, staff and the Board, it has become part of the everyday language of Western Health and every staff member and volunteer contributes to Best Care every day.

The intent of the Best Care framework is that all staff work together and in partnership with consumers to achieve the best outcomes for every patient across the four dimensions of:

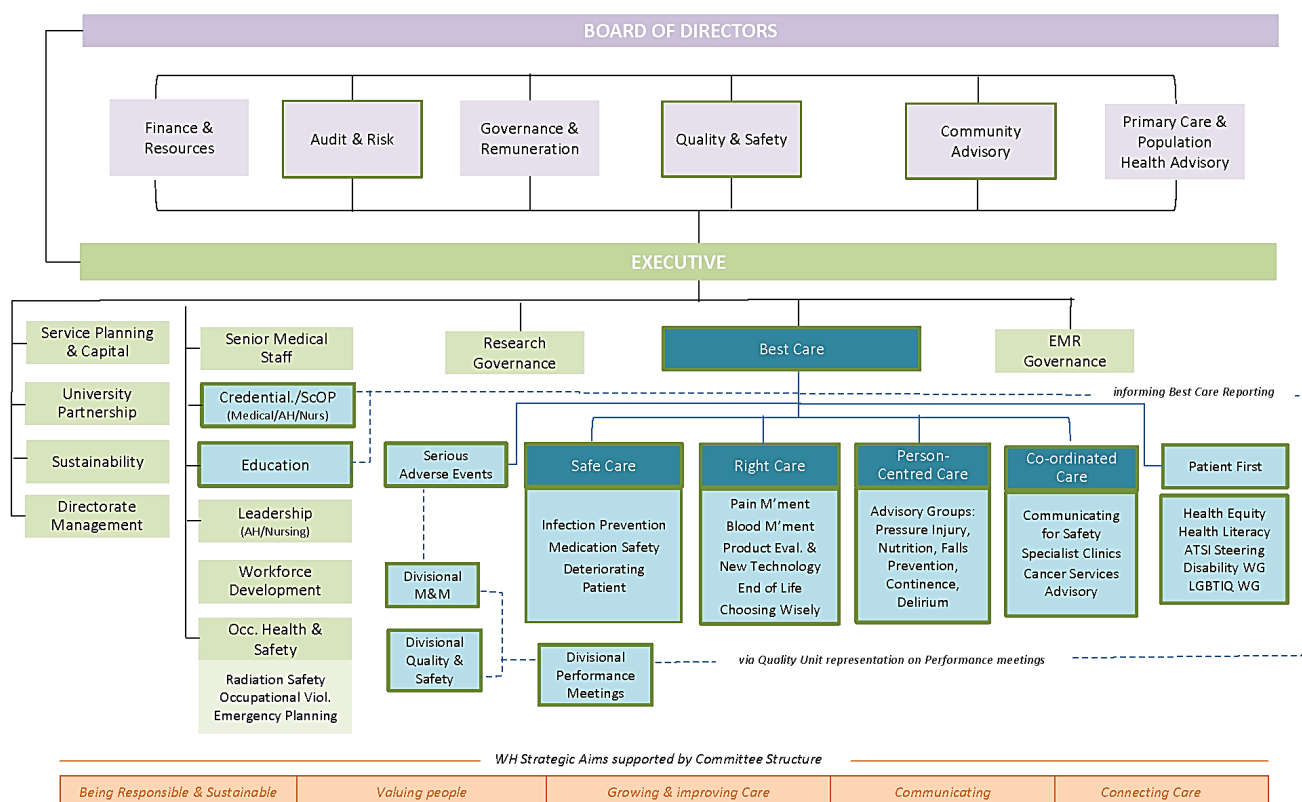
- **Person-Centred Care** ... “I want to be seen and treated as a person”
- **Co-ordinated Care** ... “I receive help, treatment and information when I need it and in a coordinated way”
- **Right Care** ... “I receive care that makes me feel better”
- **Safe Care** ... “I feel safe”

Western Health’s Best Care Steering Committee is the overarching governance committee responsible for overseeing activity and the organisation wide systems supporting Best Care. Specific committees focus on Person Centred Care, Co-ordinated Care, Right Care and Safe Care dimensions.

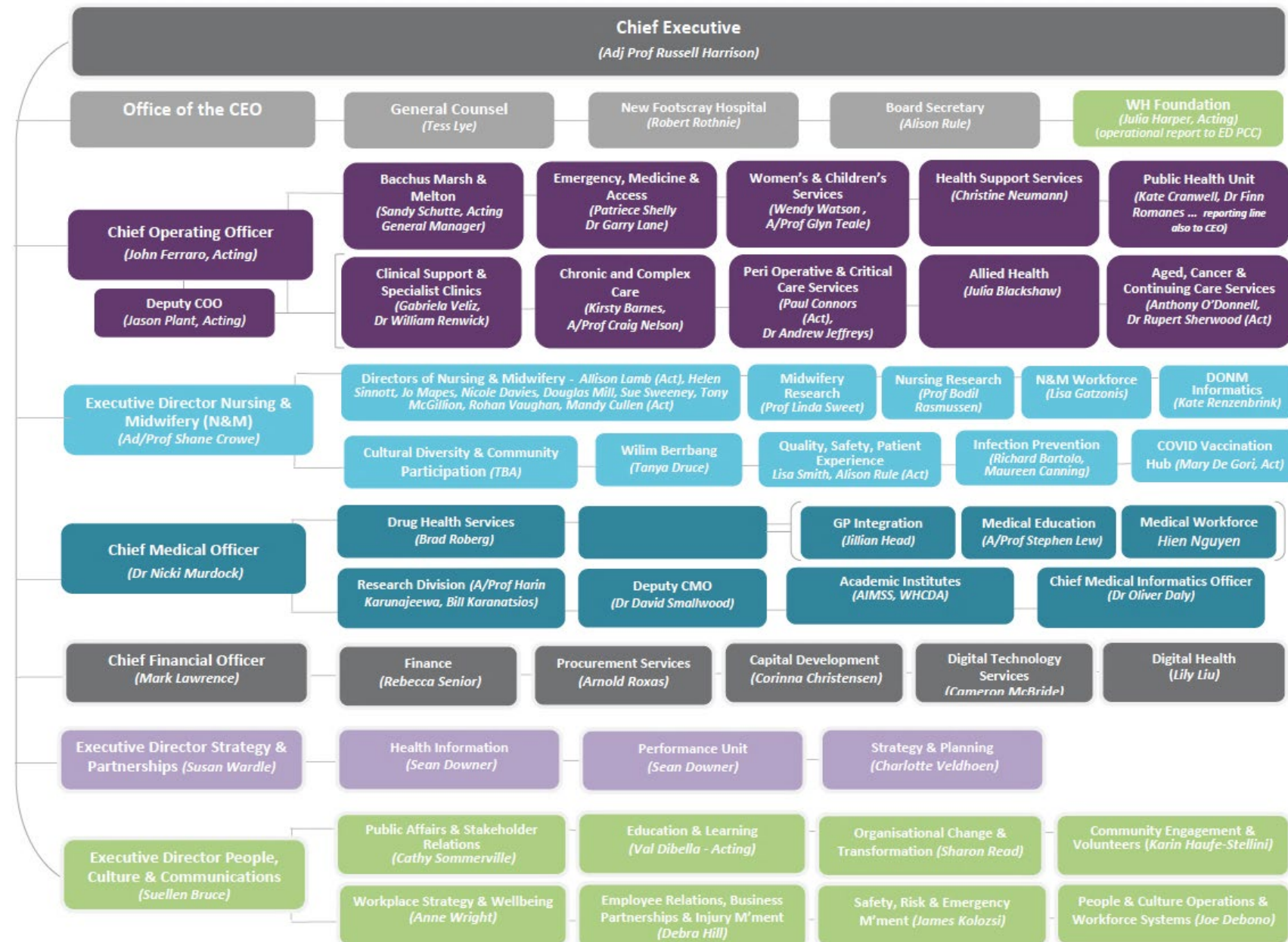
Each Best Care committee is co-chaired by an executive director and a clinical/ consumer lead. All activity is reported up through the organisation to the Western Health Board of Directors. Western Health’s Best Care committees work with operational management committees to drive and support the planning, review and improvement of Best Care within Western Health.

Western Health Board

Western Health – organisation-wide Committee Structure
(as at June 2020)



Organisational Structure



Our Work and Culture

Our Values

Compassion - consistently acting with empathy and integrity.

Accountability - taking responsibility for our decisions and actions.

Respect - for the rights, beliefs and choice of every individual.

Excellence - inspiring and motivating innovation and achievement.

Safety - prioritising safety as an essential part of everyday practice.

Western Health respectfully acknowledges the Traditional Custodians of the land on which its sites stand as the Wurundjeri, Bunurong and Boon Wurrung peoples of the greater Kulin Nation; and pays our respect to Elders past, present and emerging.



Purpose

Providing the Best Care for the people of the West, in the right place and at the right time.

Guiding Principles

- Simple
- Sustainable
- Connected
- Innovative

Closing the Gap

Western Health is committed to achieving equality in health status between Aboriginal and Torres Strait Islander peoples and non-indigenous Australians. Western Health has reaffirmed its commitment to improving the health of Indigenous Australians residing in the Western suburbs after becoming an official signatory to the national Closing the Gap campaign.



Western Health INSPIRE Awards

The Western Health INSPIRE Awards recognise employees and volunteers, individuals and teams, whose actions inspire others to live our values.

They offer you another way of saying thank you to someone who has made a difference to your day or to the experience of patients or others.



Position Overview

Position Title:	Chief Operating Officer
Business Unit/Division:	Operations
Classification:	Health Executive Employment Remuneration Contract (HEER)
Reports To:	Chief Executive
Date Prepared/Updated:	1 May 2022

Position Purpose	
<p>The WH Chief Operating Officer reports to the WH Chief Executive</p> <p>The primary purpose of the role of Chief Operating Officer is to lead and direct the Operations at Western Health across a broad spectrum of clinical settings and corporate functions to ensure the delivery of safe and effective care for the community of the west. This is done in partnership with the WH Executive team as well as through the services provided by the Directorate of Operations.</p> <p>The Directorate provides services across all Western Health's sites including Footscray, Sunshine, Williamstown, Sunbury & Hazeldene (Williamstown), Bacchus Marsh, Melton and Caroline Springs. The budget for the Operational Directorate in total is in excess of \$850M which is split across a variety of services including three emergency departments and over 700 inpatient beds. A staffing profile of over 11,000 employees delivers in the region of over 700,000 patient contacts per year (limited through COVID).</p>	
Business Unit Overview	
<p>The Directorate of Operations is responsible for the core operations of Western Health including ancillary support services, clinical services across the acute, subacute and community-based settings, and the recently established Western Public Health Unit; one of three in Metro Melbourne that are responsible for providing public health coverage for metropolitan Melbourne – and the PHU with all ports of entry coverage. The Directorate has a diverse range of portfolios that will continue to grow and expand, for example includes a central production kitchen that provides all meals to the Royal Melbourne Hospital, all Western Health sites and multiple local councils.</p>	
Key Accountabilities	
Our Purpose	Providing the Best Care for the people of the West, in the right place and the right time.
Direction 1: We partner with patients and families	<p><i>Our patients and families are actively involved in their care and connected to the right services.</i></p> <p><i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates consistently engage with our patients, carers and community to learn about their needs • Employees consistently tailor care to suit all cultures, identities and abilities • Employees continue to empower patients prior to, during and after their care, so they can manage their condition, advance their recovery and feel supported in making decisions
Direction 2: We care for our people	<p><i>Our employees and volunteers are supported, engaged and equipped to embrace a dynamic future.</i></p> <p><i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates support our people to be their best, by promoting a safe and inclusive workplace

	<ul style="list-style-type: none"> • Directorates foster a culture that empowers all, encourages innovation and respects wellbeing • Employees are equipped to continue their great work and embrace new opportunities
Direction 3: We deliver services for the future	<p><i>Our services are expanding within and beyond hospital walls, advancing high-quality and connected care. To meet the needs of our communities, we are expanding our services, locations and technology options.</i></p> <p><i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates strengthen our profile with personalised care options within and beyond hospital walls • Employees provide equitable and timely access to our services, delivered in a socially responsible way • Employees provide a range of care options to give patients greater choice around how and when they receive care • Directorates enable digital services that are pro-active, smart, and inclusive ensuring more people can benefit irrespective of place
Direction 4: We are better together	<p><i>Our respectful relationships with our community, system-wide partners and each other drive collaboration and better outcomes.</i></p> <p><i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates engage and collaborate to improve the health and wellbeing of our communities • Employees listen, learn and act, so that patients can benefit from our collective worth to achieve their health goals • Directorates drive system reform through our relationships with healthcare providers, academic partners, and health colleagues • Directorates innovate across clinical and non-clinical teams to live and deliver Best Care for people of the West
Direction 5: We discover and learn	<p><i>Our innovation, research and education inspires and benefits our patients, employees and communities, to deliver a better future.</i></p> <p><i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Employees question, investigate, evaluate, adapt and innovate as we share, mentor, encourage and learn • Directorates drive continuous improvement of the quality and sustainability of our services and facilities to ensure accessible care for future generations • The encouragement of life-long learning; fostering curiosity and supporting employees to lead and participate in research and education, and to be recognised as specialists in their fields
Occupational Health & Safety and Other Obligations:	<p><i>Model proactive leadership, drive and commitment to ensure:</i></p> <ul style="list-style-type: none"> • Western Health's obligations for Occupational Health and Safety (OHS) and Work Cover rehabilitation are met • Compliance with OHS and Work Cover legislation • Compliance with OHS policies and procedures • A safe and healthy environment for employees, contractors, patients and visitors • The key performance targets and objectives, detailed in the Western Health strategic OHS plan, are supported, promoted and achieved • Risks are identified, assessed and controlled as far as practicable with injury prevention being a high priority • Safe work systems and controls are in place, which are regularly monitored for effectiveness

	<ul style="list-style-type: none"> • The Western Health prescribed OHS training and education sessions are attended, including all personnel responsible for managing employees • Health and Safety initiatives are developed and delivered to continually improve Western Health's safety maturity (culture) • Organisation wide strategic responsibility for record keeping is maintained including compliance with record keeping operations and standards
Role Specific Responsibilities	
	<ul style="list-style-type: none"> • The COO is accountable for all core physical health clinical related services delivered by WH and is the primary executive interfacing between the Victorian Department of Health and Safer Care Victoria in the review and performance of hospital activity levels and targets. • The COO is responsible to the CEO for the overall leadership, strategic and operational performance of the health service physical health services as determined by agreed key performance indicators. This involves ensuring the highest quality service delivery, a sound and sustainable financial position through operational performance, strong staff engagement and support, and effective relationships with the community and consumers of care. • The COO will oversee, lead and direct the strategic and operational management of services in their portfolio to ensure that: <ul style="list-style-type: none"> ○ Services provided are effectively and efficiently managed and are consumer and quality focussed ○ Effective support is provided to core clinical services to enable them to function in a sustainable manner ○ Structures are in place which provide clear lines of accountability and responsibility ○ Develop and improve systems to measure output and outcomes and benchmark with other services and health organisations ○ Create cohesion within clinical operations and manage change to align with the organisation-wide structure and strategy ○ Develop and maintain sound relationships with key internal stakeholders and other hospital and health care services ○ Ensure corporate and clinical governance by fostering an organisational culture of excellence and innovation through continuous quality improvement and best practice approaches ○ Provide leadership and advice to planning initiatives that consider health care across the care continuum and address the health needs of the local community. ○ Oversee, monitor and maintain effective access and discharge processes across for all acute and subacute inpatient services. ○ Ensure staff awareness of relevant legislative and Western Health policy and procedures. ○ Contribute to the articulation of strategic direction of WH and as part of the executive management team, set the direction and achieve WH's strategic objectives and targets. ○ Work with the Corporate Counsel on medico-legal, ethical, privacy and complaints to ensure compliance with statutory responsibilities. ○ Act as a role model and mentor and model the Western Health values in leadership behaviours. ○ Promote and lead a performance culture within the area of responsibility focused on delivery of key operational, patient care and financial outcomes. ○ Promote a culture that is conducive to facilitating evidence based process improvements. ○ Drive innovation and change management across Western Health. ○ Provide leadership and support for direct report and appraise their performance at least annually. ○ Develop workforce capacity and capability to achieve agreed standards of performance. ○ Ensure succession plans are in place for leadership positions in area of responsibility. ○ Provide leadership and support to improve key HR performance indicators. ○ Establish an operational plan aligned with the strategic plan of Western Health and ensure the key result areas as defined in the plan are met. ○ Ensure there is financial responsibility and accountability within functional areas and develop and implement financial strategies that will ensure budgetary targets and key performance indicators are met. ○ Review the cost effectiveness of programs and services and initiate and implement actions to improve productivity and services within functional area.
Key Outcomes:	<p>The key challenge/outcomes for this role will be identified in the incumbent's performance plan and should align with Western Health's Strategic goals, organisational business plan and directorial business plan.</p> <p>A key focus is the delivery of outcomes as identified in the Statement of Priorities as agreed between Western Health and the Department of Health.</p>
Key Challenges of the Position:	<p>Key challenges and priorities for this role include the following:</p> <ul style="list-style-type: none"> • Meet statement of Priorities and other KPIs as detailed in the plans for access and other relevant patient care outcomes

	<ul style="list-style-type: none"> Contribute to the articulation of strategic direction of Western Health and communicate the strategy and vision to staff. Align operational activity with strategic direction Provide advice to the Executive and Board on the implications of major change Provide leadership and direction on all business issues related to portfolio Contribute to the development of strategic directions at the corporate level. Develop workforce capacity and capability to achieve agreed standards of performance Demonstrate leadership in upholding the WH positive workplace and culture and diversity initiatives 	
Financial Management:	Annual Budget:	\$ 850 m
People Management:	Positions reporting to this role:	Deputy COO, Clinical Service Directors and Divisional Directors ,
	Total employee management (EFT):	Click here to enter text.
Key Working Relationships:	<p>Internal:</p> <ul style="list-style-type: none"> Chief Executive Executive Team Senior Leadership Group Divisional Directors Clinical Services Directors Senior Medical staff Staff and Volunteers at all Sites <p>External:</p> <ul style="list-style-type: none"> Department of Health Safer Care Victoria Community based Service Providers University Affiliations Australian Practitioner Regulation Agency <p>Member of:</p> <ul style="list-style-type: none"> A range of committees both internal and external to the organisation. <p>Lead:</p> <ul style="list-style-type: none"> The areas of operations that fall within the COO portfolio delivering key serves of high quality – providing Best Care to the community and leadership across the portfolio, 	
Key Selection Criteria:	<ul style="list-style-type: none"> Tertiary qualification in health, social sciences or related field and / or postgraduate qualifications in Health Service Management including business and or finance. Extensive experience as a senior health manager with proven ability to develop and meet strategic, operational and budgetary objectives of a large tertiary level health service across many sites. Strong written and verbal communication skills, particularly in relation to consultation, influencing and conflict resolution Capacity to understand the complexities and challenges of the Health sector Demonstrated ability to foster a culture that encourages best patient care, financial responsibility, innovation and productivity improvements Demonstrated ability in leading major change including operational, cultural and organisational workplace changes. A strong record of motivating and developing employees through effective leadership and influencing skills Proven ability to exercise sound judgement in ethical, clinical 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 	

	<ul style="list-style-type: none"> • Experience of commissioning new buildings and moving services into them is also desirable with the New Footscray Hospital planned for a 2025 opening. • Knowledge of state, national and global health issues and directions and how they may influence the work of WH.
Additional Requirements	
<p>All employees are required to:</p> <ul style="list-style-type: none"> • Obtain a police / criminal history check prior to employment • Obtain a working with children check prior to employment (if requested) • Obtain an Immunisation Health Clearance prior to employment • Report to management any criminal charges or convictions you receive during the course of your employment • Comply with relevant Western Health clinical and administrative policies and guidelines. • Comply with and accept responsibility for ensuring the implementation of health and safety policies and procedures • Fully co-operate with Western Health in any action it considers necessary to maintain a working environment, which is safe, and without risk to health • 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 Western Health • Safeguard children and young people in our care, by ensuring that your interactions are positive and safe, and report any suspicions or concerns of abuse by any person internal or external to Western Health • Be aware of and comply with relevant legislation: Public Administration Act 2004, Victorian Charter of Human Rights and Responsibilities Act 2006, the Victorian Occupational Health and Safety Act 2004, the Victorian Occupational Health and Safety Regulations 2017 (OHS Regulations 2017), • Fair Work Act 2009 (as amended), the Privacy Act 1988 and responsibilities under s141 Health Services Act with regard to the sharing of health information, the Family Violence and Child Information Sharing Schemes, Part 5A and 6A Family Violence Protection Act 2008 • Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines 	
General information	
<ul style="list-style-type: none"> • Redeployment to other services and sites within Western Health may be required • Employment terms and conditions are provided according to relevant award/agreement • Western Health is an equal opportunity employer and is committed to providing for its employees a work environment which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace • Western Health is committed to Gender Equity • Western Health provides support to all personnel experiencing family and domestic violence • This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Western Health reserves the right to modify position descriptions as required. Employees will be consulted when this occurs • Western Health is a smoke free environment 	

Executive Management Team

Adj. Prof Russell Harrison, Chief Executive Officer

Russell Harrison commenced with Western Health on 26 February 2013 in the position of Executive Director Operations.

Russell came to us directly from the UK, where he held a range of senior positions over a period of 16 years within the National Health Service and prior to that, in private Health. His experience spans acute hospitals, mental health, the community sector and commissioning health services.

Russell holds a range of qualifications, including an MBA from one of the UK's leading universities (Durham) and a Certificate in International Health Care Management from Yale Business School.

He has held a number of executive management roles and has a substantial track record in a many relevant areas including: executive leadership; clinical reform and governance; service innovation and models of care; risk and change management; workforce development; and managing demand within the constraints of tight financial resources.

Russell was appointed as the CEO of Western Health in 2017.



John Ferraro, Acting Chief Operating Officer

John Ferraro commenced with Western Health on 2 August 2021 in the position of Deputy Executive Director Operations. John has over 20 years' experience in health including senior executive appointments at Austin Health as the Interim Chief Operating Officer, Eastern Health as the Executive Director Clinical Operations and most recently at the Department of Health as the Executive Director Commissioning and Logistics for Victoria's vaccination program.

In addition to his extensive operational and executive experience, John holds significant corporate governance expertise. He was previously the Board Chair of Banyule Community Health Service for 10 years, former Chair of the Eastern Melbourne Primary Health Care Collaborative Governance Group and a former Board Director of the Victorian Deaf Society. John is also a member of the Australia Institute of Company Directors.



Mr Shane Crowe, Executive Director, Nursing and Midwifery

Shane commenced in the role of Executive Director Nursing & Midwifery in September 2017. He joined us from Austin Health where he was the Acting Chief Nursing Officer. His wide-ranging experience in nursing workforce leadership and his managerial, interpersonal and analytical skills, combined with his extensive clinical knowledge, network and project management skills, are valuable attributes in the role.

In a previous role, as Project Director of the Olivia Newton John Cancer & Wellness Centre Transition, Shane led the development and implementation of the new model of care and the commissioning and opening of the facility. Shane worked with the Department of Health and Human Services on an extended secondment, as Manager of Workforce Innovation and Reform and led the development and successful introduction of the Safe Patient Care (Nurse and Midwife to Patients Ratios) Act 2015 in Victoria. During 2016, Shane served as Director, Support Services and Project Director for the Commissioning of a Short Stay Unit/Psychiatric Assessment and Planning Unit at the Austin.



Dr Nicola (Nicki) Murdock, Executive Director, Chief Medical Officer

Nicki joined Western Health after relocating from the United Kingdom where she was the Chief Medical Officer, Chief Information Officer and Acting Deputy Chief Executive of the Alder Hey Children's NHS Foundation Trust.

Whilst in her role as CMO, Nicki was the pandemic lead for the Alder Hey NHS Trust.

Prior to moving to the UK, Nicki held the position of Executive Director Medical Services at the Cairns and Hinterland Hospital and Health Service as well as the Gladstone Hospital in Queensland. Whilst at Gladstone Hospital, she worked concurrently as a Specialist Paediatrician.

Nicki has strong strategic and clinical governance skills and has a passion for innovation and transformational change. She holds an Executive Masters in Business Administration and is a Fellow of the Royal Australasian College of Medical Administrators, Fellow of the Australian Institute of Company Directors, Fellow of Royal Australasian College of General Practitioners, Fellow of the Royal Australasian College of Physicians and a Fellow of the Royal College of Paediatrics and Child Health, UK.



Ms Suellen Bruce, Executive Director, People, Culture and Communications

Suellen graduated as a registered nurse in 1979 and holds a Graduate Diploma in Nurse Management and a Masters in Nursing. In April 2016, Suellen joined Western Health in 2013 as the Director Workforce Planning & Development. In April 2016 she was appointed to the role of Executive Director People, Culture & Communications Throughout her career, Suellen has been committed to supporting the best possible quality patient care, initially as a nurse and later, through her leadership in workforce development and people services. Suellen has worked across both NSW and Victoria public health systems.

Suellen's leadership was invaluable during the establishment of intensive care and coronary care services at Sunshine Hospital. She has supported major workforce campaigns to attract the best staff to specialty areas within Western Health and has a strong commitment to leadership development and clinical education.



Mr Mark Lawrence, Chief Financial Officer

Mark joined Western Health in 2011 as Executive Director Finance. Mark has a Bachelor's Degree in Accounting and a Diploma in Management.

Mark is currently Vice President of the Health Management Finance Association, the peak body for finance staff working in health services.

Prior to commencing at Western Health, for 11 years Mark was the CFO at Royal Freemasons, a large not for profit aged care provider. Prior to this Mark was with AMCOR for over 9 years in a variety of roles, culminating in the position of Commercial Manager for the Recycling division.

Mark has over 25 years' experience in the Finance sector, with additional experience in supply, purchasing and warehouse management. Privately Mark has held committee positions with a number of organisations such as the Standardbred Breeders and Stud Masters Association, 13th Beach Golf Club and is a former director of Chaplains Without Borders. Mark is currently Western Health's Chief Financial Officer.



Ms Susan Wardle, Executive Director Strategy & Performance

Ms Susan Wardle joined Western Health in January 2020 in the newly established role of Executive Director Strategy and Partnerships.

Susan has wide-ranging experience in strategic development roles within healthcare.

Previous to this position, Susan was the Executive General Manager Partnerships at the Royal Australasian College of Surgeon. For a decade prior to joining the College, she was the Executive Director of Strategy, Marketing and Business Development at Epworth Healthcare. Susan holds an MBA from Monash University in conjunction with Stern School of Business, New York University.

Susan's interest in joining Western Health is driven by her passion for healthcare delivery and her commitment to making an impact in fast paced and collaborative environments. She is also passionate about driving positive outcomes for patients and seeking to maximise the best outcomes through technology.

The role of Executive Director Strategy and Partnerships includes the development and oversight of the new Western Health Strategic Plan, as well as corporate business planning, and service planning for the exciting development of two community hospitals. The portfolio also includes the Performance and Information team ensuring that we bring service planning and information together to inform business cases provided to the Department of Health and Human Services, in order for us to support the community of the West in the best way possible.



Ms Tess Lye General Counsel

Tess Lye joined Western Health in February 2022 in the position of General Counsel.

Prior to joining Western Health, Tess was consulting to a range of public and private healthcare services. She held the position of General Counsel and Director, Corporate Governance and Risk with Epworth HealthCare from 2014-2021.

A corporate and commercial lawyer, Tess has held roles across a broad and diverse range of industries, including healthcare, government, banking, and mining. Tess has a personal commitment to social justice, safety, and empowerment, demonstrated through her current volunteer roles as deputy chair of The Sexual Assault and Family Violence Centre in Geelong and as a director of Uniting Housing Victoria.



Application Process and Timelines



Catherine Reidy - Principal

E: 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

Western 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 <u>some</u> of the following areas:</p> <ul style="list-style-type: none">- Leading a business through substantial growth and reform to become a market leader- Envisioning the path for growth and driving strategy and performance in a defined timescale- Executing business initiatives, seizing opportunities and manoeuvring around threats in order to help realise and deliver value- Demonstrating success in prior roles on measurable elements like revenue and EBITDA growth, technical or market mastery in applicable verticals and building organisational capabilities and a performance-focused culture	<p>A standard CV – MS Word or PDF.</p>

Timelines

- First round client interviews will take place in mid July
- Detailed reference checks, offer and start date negotiation 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.

DERWENT

Catherine Reidy – Principal

E: creidy@derwentsearch.com.au

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Western Health