

CHIEF EXECUTIVE
NORTH EAST PATHOLOGY
POSITION DESCRIPTION



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This is an incredible opportunity for a strategic change leader to bring together public pathology services into one newly established organisation.

WELCOME

Thank you for your interest in the newly created Chief Executive Officer position with the soon to be formed North East Pathology service.

This is a rare and unique opportunity for a strategic change leader to guide the establishment of a new public pathology service in Victoria and shape the direction moving forward.

This position offers an exciting opportunity to establish a new entity. Formation of the new entity is supported by Boards of Austin, Eastern and Northern Health services and aligns with the broader pathology system reform being undertaken by the Victorian Department of Health.

With a combined budget of \$68 million and a team of over 600 staff, key elements of this role will see you collaborate with the Pathology leaders to design and implement a new organisational model for pathology service provision in the north-east of Melbourne including regional and rural services. You will define and implement strategic and operational objectives that include a comprehensive digital redesign program and growing a shared culture and identity that will be a point of difference for the organisation's brand in the market.

The service will be data-driven and enabled, providing leading work across the clinical, research and education aspects of the service – it aims to be “best in class” in the industry.

We invite you to consider this incredible opportunity to join our team and play a vital role in the future success of our organisations.

The North East Shared Pathology Governance Committee

THE ORGANISATION

About North East Pathology

North East Shared Pathology is a new legal entity that will comprise the existing pathology services of Austin, Eastern and Northern Health services. The establishment of this shared entity is supported by the Boards and Executives of Austin, Eastern and Northern Health services. It aligns with the broader pathology system reform undertaken by the Victorian Department of Health. The Department of Health reform program supports the establishment of the entity and secured funding through the 2021-22 Victorian State Budget to support a single Laboratory Information System for the shared pathology service.

The new pathology entity will provide public pathology services to support Austin, Eastern and Northern Health services and their existing partners and customers, it will also have potential for growth and expansion moving forward. The new entity will seek to leverage the scale and combined experience of two of Australia's leading pathology departments to enhance future service provision.

All three departments are leading public pathology providers in Victoria across many aspects of research and service delivery, providing a standard offering of service required to support the tertiary hospitals they service and consistent with other large complex laboratories that provide high volume, high-value testing. In addition, both departments are home to many specialised staff who are leaders in their field.

All pathology departments provide needs-driven and clinically relevant specialist testing to the community. As part of the multidisciplinary care team, significant relationships and dependencies enable these departments to operate at their highest efficiency, including the interactions with clinical team.

Current Service Design

Austin, Eastern and Northern Health pathology have a combined budget of \$68 M and employ 661 staff providing services for the north-east metropolitan Melbourne community and operating several state-wide services. The Network performs a total of 8.5 million pathology tests. Across Austin, Eastern and Northern Health pathology, there are 7 pathology disciplines and 7 support teams, each comprising a mix of scientists, pathologists, laboratory staff and administrative support. Across the three pathology services, there are 3 main laboratories located at Heidelberg, Box Hill, and Epping. This Network is further supported by 6 smaller laboratories, 11 points of care testing sites and 46 collection centres.

Disciplines



Anatomical Pathology



Biochemistry & Point of Care



Genetics & Molecular Pathology



Haematology



Immunology



Microbiology

Support Teams



Branch Labs



Clinical Trials & Research



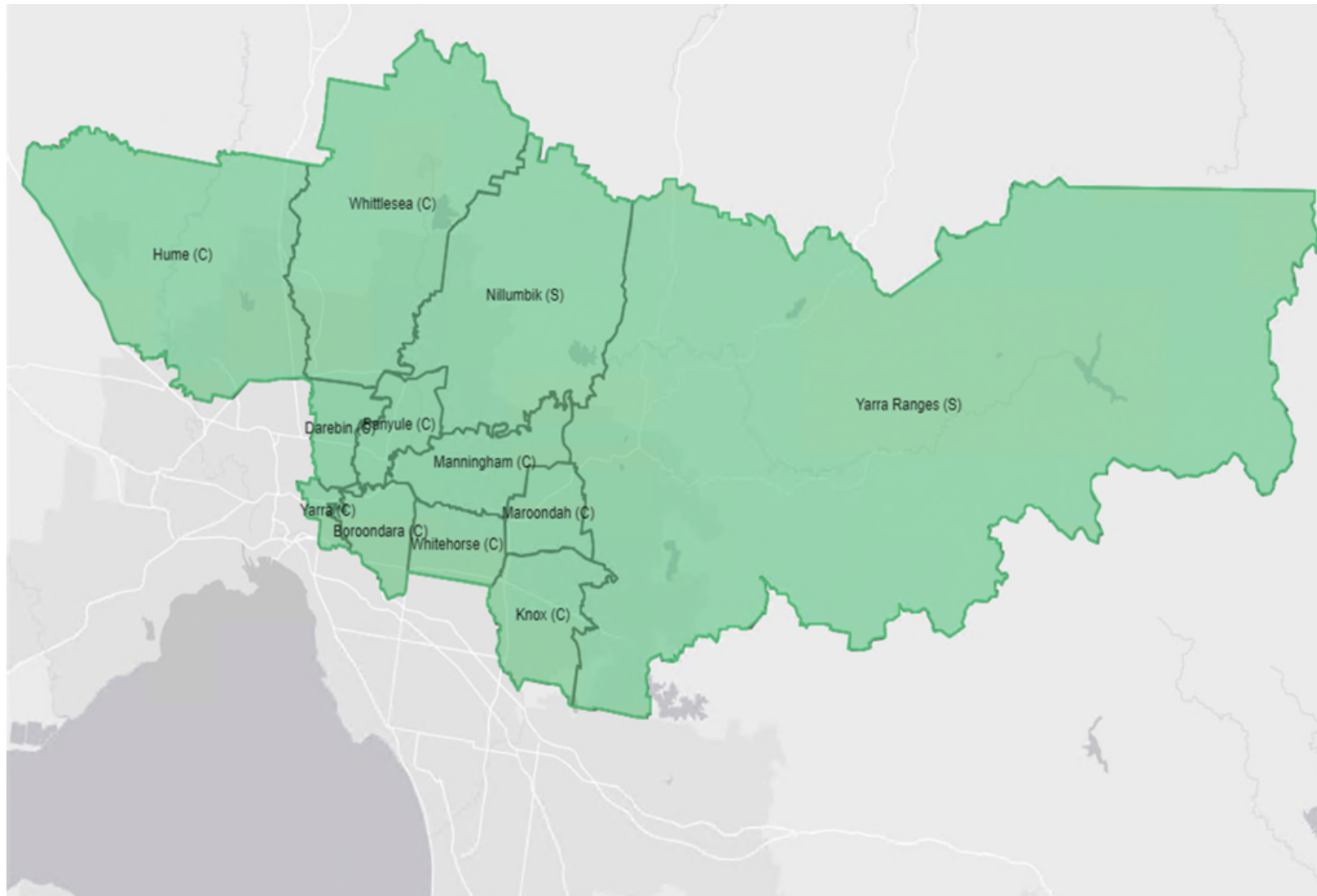
Pre-Analytics

SERVICE OVERVIEW

Workforce Composition Discipline

Discipline / Support Team	Austin Health	Eastern Health	Northern Health
Anatomical Pathology	26 (S) + 19 (M)	29 (S)	19.9 (S) + 7 (M)
Biochemistry	27 (S) + 1 (M)	14 (S)	33 (S) + 4 (M)
Branch Labs	76 (S)	41 (S)	0
Clinical Trials	1.5 (S)		1.8 (S)
Genetics & Human Molecular	10 (S)		0
Haematology	34 (S) + 9 (M)	24 (S)	
Immunology	6 (S) + 1 (M)		0
Microbiology	34 (S) + 2.5 (M)	27 (S)	21.9 (S) + 1.6 (M)
Point of Care	2 (S)		1 (S)
Pre-Analytical	27	16	21.7
Collection Staff	77	40	26.7
Courier	10	8	
Administration	37	3	7.8 (S) + 0.9 (M)
TOTAL	367.5 (S) + 32.5 (M)	202 (S)	133.8 (S) + 13.5 (M)

LOCATION OF SERVICES



ABOUT THE HEALTH SERVICES

<p>Austin Health</p>	<p>Austin Health is one of Victoria's largest health care providers. Comprising the Austin Hospital, Heidelberg Repatriation Hospital, Royal Talbot Rehabilitation, Hospital in the Home and community--based health services, Austin Health is an internationally recognised leader in clinical teaching, training and research, with numerous university and research institute affiliations.</p> <p>Purpose: Helping people live healthy, productive and fulfilled lives.</p> <p>Vision: Shaping the future through exceptional care, discovery, and learning.</p> <p>Values:</p> <ul style="list-style-type: none"> • Our actions show we care • We bring our best • Together we achieve • We shape the future <p>Our Guiding Principles:</p> <ul style="list-style-type: none"> • Timely access to high quality care • A great place to learn, work and grow • Research activities that improve patient outcomes • Listen to what our patients and community say • Culturally safe services for Aboriginal and/or Torres Strait Islander Peoples • Technology and infrastructure support patient care
<p>Eastern Health</p>	<p>Eastern Health is one of Melbourne’s largest metropolitan health services. We provide a range of emergency, surgical, medical and general healthcare services, including maternity, palliative care, mental health, drug and alcohol, residential care, community health and statewide specialist services to people and communities that are diverse in culture, age, socio-economic status, sexual orientation, gender identity and healthcare needs.</p> <p>Our promise: Healthier Together.</p> <p>Our promise is to our communities, patients, consumers and staff. Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future.</p> <p>Values in actions – behaviours that matter most:</p> <ul style="list-style-type: none"> • Respect for all • Safe always • Partnering in care • Learning and improving every day <p>Our Strategic Goals:</p> <ul style="list-style-type: none"> • Enabled and empowered people – Together we enable the success of our people • Excellent care and experiences – Together we deliver the best health care experiences and outcomes • Safe and welcoming – We create and come together in spaces that are safe and welcoming • Optimising resources – Working together we continuously improve our resource deployment

Northern Health

Northern Health is a vibrant, fast-paced workplace located in the rapidly growing northern suburbs. This is driving us to think innovatively about the needs of the population and what the health system of the future might need to look like to meet those needs. We take care of our community by providing a wide range of health services at multiple locations.

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

Our Values:

- Safe – We provide safe, trusted care for our patients. We are inclusive and culturally safe, celebrating the diversity of our staff and community.
- Kind – We treat everyone with kindness, respect and empathy. We provide patient-centred and compassionate care.
- Together – We work together with our staff, patients, consumers and health system partners.

Strategic Goals:

- A safe, positive patient experience
- A healthier community
- An innovative and sustainable future
- Enable staff, empowered teams
- Engaged learners, inspired researchers

Focusing on these goals will support us to achieve our vision and mission.

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

THE POSITION

Position Summary

The Chief Executive will work with the Board and senior pathology leaders to establish and lead the development of pathology operations and meet the legislative, quality assurance and Service Level Agreements in relation to the provision of high quality, timely pathology services for each health service. Key elements of this role will be to establish the strategy and operational plans for the entity over the next three to five years, collaboratively build a shared culture across the entity, lead the change agenda, ensure the financial viability of the entity and enhance the quality pathology services provided including research and teaching.

KEY RESPONSIBILITIES

Strategic/Leadership

- Report directly to the Board and be accountable for the governance, operation and management of the entity.
- Engage with all stakeholders to collaborate on the strategy and operations for the entity over the next three to five years through the development of a strategic plan, operational plans, purpose and values, thereby establishing the entity brand in the market.
- Build relationships across all health services to ensure efficient and quality service provision in accordance with the Service Level Agreements.
- Build relationships with University and research partners to ensure ongoing research and grow research potential.
- Lead and inspire innovation and substantial change in the entity in line with the Government's reform agenda for pathology services and lead the creation of a high performing, respectful and safe shared culture for North East Pathology Network.
- In accordance with the delegations of the Board, ensure the business and operations of the service meet the requirements of the Department of Health Pathology Reform agenda.
- Advocate on behalf of the service with the Department of Health to further develop the pathology reform agenda.

Governance

- Ensure appropriate governance structures and processes are in place to discharge responsibilities as the CEO effectively and ensure clear lines of accountability and responsibility across the pathology service.
- Ensure a whole of an organisation risk register is maintained, and risks are managed, including those related to legislative compliance.
- Ensure the entity meets all accreditation and quality assurance requirements with relevant National and State bodies.
- Develop an appropriate clinical governance structure for the pathology service, policy setting and implementation in compliance with all National Pathology Accreditation Advisory Council (NPAAC) and jurisdictional requirements.

Operational

- Lead the provision and development of pathology operations and meet the legislative, quality assurance and Service Level Agreements in relation to providing the provision of high-quality, timely pathology services for member health services
- Ensure the delivery of safe and effective patient-centred pathology services through developing, implementing, and evaluating policies and procedures.
- Ensure that the Board is kept informed of operations, financial performance and quality.

Financial

- Prepare strategies and budgets for the Board's approval to ensure the financial viability of the entity.
- Initiate and implement actions to improve the pathology services' financial effectiveness, including developing and implementing key performance indicators relating to financial performance and effectiveness.

People

- Development and implementation of a Workforce Strategy that supports the organisation's strategic plan and organisational priorities incorporating:
 - Effective recruitment, retention recognition and development strategies;
 - Appropriate credentialing and management of scopes of clinical practice;
 - A performance management cycle encompassing professional training, leadership and development opportunities;
 - An Occupational Health and Safety Management System;
 - A positive, inclusive and psychologically safe workplace culture.
- In line with the delegations of the Board, appoint senior positions within a management structure for the entity
- Provide a safe and positive workplace and ensure all Occupational Health and Safety requirements are in place by establishing an OHS management system.
- Provide authentic leadership and support for direct reports, appraising their performance and coaching them to deliver their goals.

THE PERSON

Key Capabilities and Experience

- Demonstrated experience in a senior leadership role with a record of achievement in executing strategy and significant change initiatives by the stated performance objectives of a complex organisation involved in health care/large pathology service.
- Extensive leadership experience in leading and operating complex pathology services is highly desirable.
- Proven high-level leadership skills with the ability to innovate and shape the future direction, exercise leadership behaviours that foster credibility, trust and cooperation, and provide sound judgment and professional standards in a complex, uncertain and ambiguous working environment.
- Financial management skills to review cost structures and deliver services within a budget.
- A demonstrated commitment to quality and safety.
- A record of valuing, motivating and developing employees through effective leadership and management.
- Ability to collaborate, influence and manage relationships and engagement of key stakeholders at Department, Board and Senior Executive levels.
- Ability to communicate effectively and work in collaborative environments, particularly with inter-organisational partnerships.

Qualifications

Tertiary qualifications in relevant health and/or management discipline.