

CANDIDATE BRIEFING DOCUMENT

**CHIEF EXECUTIVE OFFICER/
DIRECTOR OF NURSING**

AUGUST 2021



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Our Story

Stirling Hospital is a modern and boutique private hospital, set in the leafy Adelaide Hills. Bringing together a select team of surgeons, nurses and other health specialists to offer patients the very best in surgical and acute medical care. Our wide range of healthcare services embraces everything from the most complex orthopaedic and reconstructive surgeries to more routine colonoscopies and cataract procedures.

Stirling Hospital is complemented by a suite of specialist consulting rooms and a selection of co-located services including radiology, physiotherapy and pathology.

We are very proud that from day one, all patients receive the “Stirling Experience”. It’s the distinct difference that our patients appreciate and feel immediately as they enter Stirling Hospital.

The “Stirling Experience” is bedded in personalised care, where a sense of warmth, openness and friendliness permeates throughout all areas. Backed by some of the profession’s finest, working in state-of-the-art theatre facilities and calling on the most advanced medical technologies, to deliver exceptional health outcomes.

It stays with you throughout your Stirling Hospital journey, starting with interactive pre-admission briefings and a smooth admission process; continuing through the delicious wines and meals, all created using fresh local Adelaide Hills produce; and concluding with your tailor made discharge plan.

Our History

We are proud of our history of delivering first class healthcare to the residents of the Adelaide Hills and the wider community, for over 90 years.

Stirling Hospital is unique in that it was funded by the residents of the Adelaide Hills through a fund-raising campaign in 1926. At this time, patients requiring specialist medical care had to endure a whole day return trip to the city.

Several prominent citizens at the time decided that the community deserved a better, more comprehensive healthcare service and as such a fundraising committee was formed. The generosity of the local community and some innovative fundraising activities, resulted in the purchase of an old family home, on the current site. These activities included holding a fair and asking their friends with motor cars to bring them along.

The hospital officially opened in July 1927 and since that time has been proud of its care and reputation in the community.

Our Specialities

Stirling Hospital brings together a select team of surgeons, nurses and other health specialists to offer patients the very best in surgical and acute medical care. Its wide range of healthcare services embraces everything from the most complex orthopaedic and reconstructive surgeries to more routine colonoscopies and cataract procedures.

- ▶ Breast Surgery
- ▶ Colorectal Surgery
- ▶ Dental Surgery
- ▶ E.N.T Surgery
- ▶ Gastroenterology
- ▶ General Surgery
- ▶ Gynaecology
- ▶ Hand Surgery
- ▶ Neurosurgery
- ▶ Ophthalmology
- ▶ Orthopaedics
- ▶ Paediatric Surgery
- ▶ Plastic & Reconstructive Surgery
- ▶ Urology
- ▶ Vascular Surgery

For more information visit www.stirlinghospital.org.au



Message from our Chair



“Thank you for considering joining Stirling Hospital as the Chief Executive Officer. As CEO you will be responsible for leading, inspiring and motivating our staff in collaboration with our clinical community to achieve the Stirling Experience for our patients.

Whilst the challenges facing the private hospital sector are significant. Our continued growth, innovation and divestment of non-core businesses has resulted in a dynamic well regarded private hospital at the forefront of private health care.

Situated in the picturesque leafy Adelaide Hills suburb of Stirling, the hospital is in a unique position for a strong, resilient, positive people person with excellent clinical and commercial skills to drive our future success and delivery of the Stirling Experience.”

Catherine Miller
Chair
Stirling Hospital

The Advertised Role

CHIEF EXECUTIVE OFFICER/DIRECTOR OF NURSING

- **Modern, boutique private hospital**
- **Set in the beautiful Adelaide Hills**

Stirling Hospital is a modern and boutique private hospital, set in the leafy Adelaide Hills. The Hospital undertakes a wide range of surgical specialities in its 3 operating theatres. It accommodates inpatients, day patients and other health care specialties. Stirling Hospital has just undergone a major building redevelopment and refurbishment and has experienced significant growth over the past few years.

www.stirlinghospital.org.au

An exciting opportunity has arisen for a dynamic and experienced senior nursing/ healthcare leader to join as Chief Executive Officer/Director of Nursing (CEO/DON) reporting to the Board of Management. The CEO/DON provides strategic and operational leadership, governance and direction of the services within Stirling Hospital. The focus of the role is on the strategic planning, operational management, quality of services, profitability and growth of the organisation.

The CEO/DON will lead the delivery of quality clinical care and patient outcomes across all services accept accountability for the governance and practice standards of service departments, the development and effectiveness of systems to support, evaluate and consistently improve nursing practice and healthy work environments and the cost-effective provision of health services within their span of control.

The successful candidate will be a Registered Nurse with current registration with AHPRA and post graduate tertiary qualifications in a related health field or management. Together with these essential qualifications, you will have:

- ▶ Extensive experience managing health services in a comparable setting, ideally within either a private or public acute setting.
- ▶ Demonstrated leadership capability, with the ability to bring a contemporary approach to staff and stakeholder engagement, management and development.
- ▶ Sound financial management capability, with an understanding of the levers and mechanisms necessary for commercial success and the provision of quality patient care.
- ▶ An innate service ethos and style with which you inspire the team and instil those values through mentoring, coaching and being a positive role model.

For a position description, please visit the VUCA website www.vuca.com.au/ceosh. Applications are welcome in Word format to ceosh@vuca.com.au. For a confidential discussion contact Patricia Williams on 0438 388 530 during business hours. **Applications close Sunday 15th August 2021.**

Position Description

Position: Chief Executive Officer/Director of Nursing

Reports to: The Board of Management through the Chairman

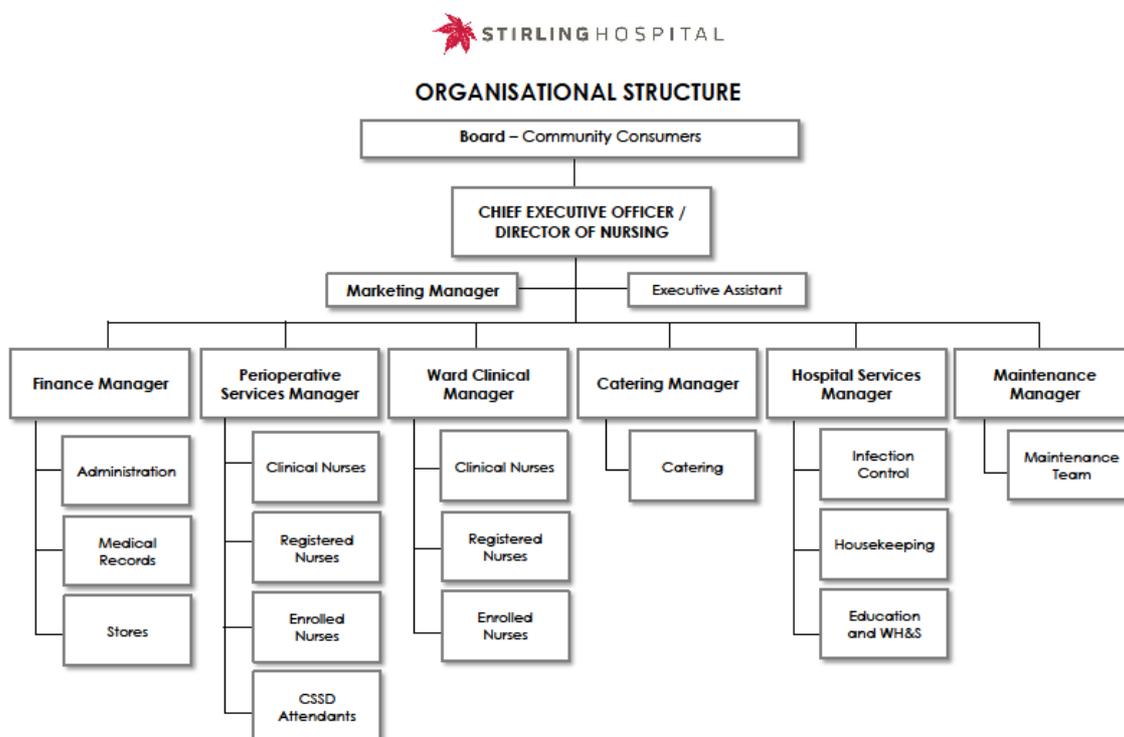
Job Status: 5 year contract

ROLE OVERVIEW

The Chief Executive Officer/Director of Nursing provides strategic and operational leadership, governance, and direction for the services within Stirling Hospital. The focus of the role is on the strategic planning, operational management, quality of services, profitability and growth of the organisation.

The Chief Executive Officer/Director of Nursing accepts accountability for the governance and practice standards of service departments; the development and effectiveness of systems to support, evaluate and consistently improve nursing practice and healthy work environments and; the cost effective provision of health services within their span of control.

ORGANISATIONAL CHART



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Created 1997; Revised May 2019; October 2019

REPORTING/WORKING RELATIONSHIPS

The Chief Executive Officer/Director of Nursing is:

- ▶ responsible to the Board of Management;
- ▶ works closely with the Heads of Departments and disciplines including medical, allied health, scientific and technical services;
- ▶ liaises regularly with unions and staff bodies, external agencies and the community.

SPECIAL CONDITIONS

- ▶ this position is subject to the receipt of a cleared criminal history check at commencement of employment and every three years thereafter;
- ▶ the incumbent will be required to enter into an annual performance agreement with the Board of Management for the achievement of outcomes;
- ▶ a current driver's license is essential;
- ▶ must be an Australian resident or hold a current working visa;
- ▶ work outside core hours will be required in keeping with the seniority of the role, and in representing the organisation with external stakeholders out of hours.

KEY AREAS OF RESPONSIBILITY AND ACCOUNTABILITY

1. LEADERSHIP AND STRATEGIC PLANNING

- ▶ providing support and assistance as required by the Chairman and the Board for the efficient discharge of responsibilities in line with relevant regulations, acts and legislation;
- ▶ providing timely and accurate information and advice and reports to the Board, with recommended actions on major matters, issues or concerns impacting on the organisation;
- ▶ communicating the policies and decisions of the Board to the management team and other staff as required to ensure their smooth and efficient implementation;
- ▶ contributing to the development of the Strategic Plan, and promoting and interpreting the targets and performance standards set by the plan, identifying and clarifying organisational requirements, resources and practice changes necessary to support achievement of these targets for all organisational departments of hospital, hostel and retirement living services;
- ▶ monitoring and reviewing progress towards the achievement of the Strategic Plan and ensuring appropriate corrective action is implemented when required in consultation with relevant management team members;
- ▶ leading the development of operational plans, corporate and personal targets for management team members, and projects relating to the Strategic Plan that improve and/or promote service excellence, and achievement of both strategic and operational objectives;
- ▶ actively promote a culture of performance accountability, review and evaluation, feedback, team work, risk management, collaboration and continuous improvement that engenders staff to thrive and achieve high productivity;

- ▶ providing leadership to the management team including coaching, mentoring and guidance for optimal performance and achievement of corporate and personal targets;
- ▶ ensuring effective and efficient structures and delegations are in place, in which staff have a clear understanding of responsibility, and which encourages clear, open and honest two way communication at all levels;
- ▶ maintaining a contemporary professional practice portfolio and evidence of professional registration in order to lead the clinical governance requirements;
- ▶ acting as the Public Officer for the purpose of the Association Incorporation Act, an Officer for the Work Health and Safety Act (SA) 2012; and Secretary to the Board of Management.

2. ORGANISATIONAL AND SERVICE DEVELOPMENT

- ▶ promoting the organisation identity and values consistent with strategic direction;
- ▶ utilising best practice contemporary management practices, systems and processes to facilitate strategy roll out;
- ▶ ensuring all operational plans are implemented within budget and timeframes;
- ▶ ensuring the provision of services which meet the needs of the patients and provide enhanced health outcomes that complement the organisation's reputation, strategic initiatives and directions;
- ▶ ensuring that all staff have resources necessary to perform their job, meet patient, care and legislated objectives, and maintain quality of services;
- ▶ participating in and supporting the development of corporate and clinical networks where appropriate and oversight of local business planning projects that address critical risk issues such as quality/safety, demand, recruitment and retention, teaching and training, capital and asset planning, investments, etc;
- ▶ supporting the management team and monitoring operational needs in a proactive manner;
- ▶ assisting the management team in developing and overseeing operational contingency plans for managing patient flow, demand/capacity, and related issues;
- ▶ ensuring compliance with the various legislative and accreditation requirements;
- ▶ identifying innovative and alternative approaches to the provision of clinical and corporate services;
- ▶ identifying strategic partners and stakeholders and engaging with them as part of a sustainable collaborative network;
- ▶ developing flexible working environments that are responsive to the changing needs and profile in service delivery and care, ensuring that resources are maximised to meet the operational needs of the business.

3. CORPORATE, FINANCIAL AND RISK MANAGEMENT

- ▶ integrating strategic and financial goals to enable the Board to set realistic long term targets;
- ▶ maintaining and enhancing the profitability of the organisation while balancing the future needs for investment in people, growth, technology, and other medium/long term objectives;
- ▶ employing sound financial planning and commercial management practices;
- ▶ accountability for the development of long term financial projections and the annual business budget;
- ▶ ensuring the development of risk and financial policies and procedures in asset management, facilities planning and investment planning, governance, etc;
- ▶ managing financial forecasts, including capital management, and the overall balance sheet risk management within Board set policies and parameters;
- ▶ ensuring the provision of timely and meaningful financial management reports to the Chairman and Board of Management;
- ▶ interpreting statistical and accounting information to appraise operating results in terms of costs, budgets, trends and deficiencies;
- ▶ overseeing and undertaking complex financial and risk analysis employing contemporary techniques to evaluate potential projects and strategies both short and long term;
- ▶ undertaking and providing strategic advice on market analysis and assessment of financial trends to enable forecasting;
- ▶ initiating and influencing management collaboration regarding financial and risk decision making in a manner which requires a sound level of judgement, responsibility and decision making;
- ▶ developing and maintaining consultative frameworks and processes that engage the full range of internal stakeholders in the maintenance, development and future planning of assets and projects, recommendations and advice;
- ▶ achieving ongoing reduction of operating cost overheads, or creating efficiencies by identifying business re-engineering opportunities and by directing the establishment of cost management and performance monitoring systems including identifying appropriate benchmarking opportunities for the organisation;
- ▶ leading negotiations in collaboration with other management team members with health funds;
- ▶ managing acquisitions, tenders and bids as required, overseeing of supplier contracts and procurement processes to ensure maximum benefits are realised;
- ▶ providing strategic leadership for negotiations and contract management in regard to the operating budget, so that the financial resources available are maximised to meet corporate objectives;
- ▶ ensuring appropriate records of the business are maintained in accordance with all laws and regulations and reporting requirements are adhered to;
- ▶ leading a risk management strategy to cover governance, internal disaster management, emergency responses, professional indemnity and operational risks, and managing and minimising risk;

- ▶ actively participating in risk management plans and undertaking a leadership role in provision of services within an emergency or disaster situation;
- ▶ attending, facilitating, monitoring and reporting outcomes of a variety of internal (and external as required) committees;
- ▶ ensuring that the various information technology systems in place at the hospital are efficient, effective and accurate; are well maintained and well understood by the staff who use them;
- ▶ overseeing, managing, record keeping and participating in in-house committees including (but not limited) to Board of Management; Medical Advisory/ Clinical Privilege; Finance; Clinical Governance Committee; Work Health & Safety; Management; Building & Environment
- ▶ ensuring that all the requirements of legislative policies are in place including, but not limited to Privacy Policy; Equal Employment Opportunity; Work Health & Safety; Sexual Harassment; Rehabilitation of Injured Workers; Critical Incident; Manual Handling; State Adequate Records Management Standards.

4. CLINICAL GOVERNANCE

- ▶ developing the clinical governance framework in consultation with other senior managers for all operational departments;
- ▶ ensuring the provision of professional high quality health care aimed at improving patient and clinical outcomes;
- ▶ being responsible for the planning, organisation and control of patient care activities (in conjunction with the Management team) that achieve high standards of care being delivered across all Departments;
- ▶ being responsible for the development and implementation of nursing policy consistent with the Mission Statement and the philosophy and goals of the hospital;
- ▶ overseeing an efficient and effective rostering system for nursing and domestic staff, taking into account fluctuating patient case loads; recreational and sick leave; organisational change;
- ▶ benchmarking the clinical practices of the organisation with other entities across the State.

5. PEOPLE AND CULTURE

- ▶ leading, supporting and guiding the management team to gain their support and commitment in achieving the corporate objectives, setting clear performance expectations and providing appropriate mentoring, development and feedback to enable them to perform productively;
- ▶ building and maintaining an open and collaborative culture to ensure strong levels of initiative, employee attraction and retention across the business;
- ▶ communicating in a manner that builds rapport, stimulates collaboration and cooperation, fosters a cooperative approach and is effective;
- ▶ leading the implementation of quality and WH&S principles across all aspects of the organisation and ensuring all employees are provided with a safe place and system of work and plant and substance in a safe condition;

- ▶ ensuring the regular appraisal of employee performance;
- ▶ delegating responsibilities, duties and projects as appropriate;
- ▶ maintaining own personal and professional development for leadership and contemporary, managerial competence through training and continuing education;
- ▶ participating in the evaluation of own performance at least once per year;
- ▶ ensuring high standards of contemporary human resource management exist across all organisational departments in regard to:
 - industrial relations management;
 - enterprise bargaining negotiations;
 - best practice principles in relation to annual staff appraisals with emphasis on fair assessment, goal setting, encouragement and professional/personal development support.

6. CUSTOMER SERVICE AND RELATIONSHIP MANAGEMENT

- ▶ developing and maintaining the local community cooperative and productive relationships with government, business, peak bodies, and other stakeholders in relation to policy, funding, planning, corporate and service issues, and negotiate effectively, advocate and influence at all levels as appropriate;
- ▶ cooperating with colleagues, surgeons, health funds, external stakeholders and other health care professionals at all times;
- ▶ supporting the development and implementation of a strategic marketing and public relations plan that will encompass public image, branding and marketing to profile the organisation's vision, excellence and quality care, and raise its profile;
- ▶ ensuring that such plans and milestone achievements are monitored and achieved;
- ▶ actively develop networks and associations to expand opportunities for the organisation;
- ▶ acting as a spokesperson for the organisation as required in the external community;
- ▶ proactively initiate and participate in meetings, in-service programs and projects as needed and required;
- ▶ overseeing the management of investigation of complaints in a timely manner and provide appropriate reports and recommendations for corrective action;
- ▶ promoting a positive culture in the workplace by providing encouragement, education and support to enable staff to be professional, positive and friendly in all their dealing with patients and their families, health professionals, colleagues and the community.

7. HEALTH SAFETY AND ENVIRONMENT

- ▶ supporting and abiding by the aims, objectives and policies of the organisation;
- ▶ maintaining and protecting the confidentiality of patients and organisation information at all times;

- ▶ maintaining appropriate risk registers for areas of responsibility;
- ▶ continually reviewing and reflecting on work practices and processes and identifying and implementing improvement processes;
- ▶ contributing to the organisation's continuous quality and risk management programs by:-
 - complying with corporate and site specific quality management system requirements, including relevant policies and procedures;
 - reflecting continuous improvement principles in work plans and practices;
 - demonstrating a patient and clinical care focus in all work activities;
 - participating actively in quality and risk management activities and in the maintenance of the quality management and continuous improvement system goals including the identification, analysis, reporting risks, hazards etc;
 - supporting and participating in accreditation requirements;
- ▶ contributing to the organisation's Work Health & Safety (WHS) policies and programs by:-
 - understanding rights and responsibilities under the Work Health and Safety Act (SA) 2012 and meeting the requirements of the organisation's Work Health & Safety policies and programs;
 - participating in Work Health & Safety training programs;
- ▶ achieving required accreditation standards and compliance with all acts and legislation.

Other duties as may be reasonably directed by the Board of Management.

ESSENTIAL

EDUCATIONAL/VOCATIONAL QUALIFICATIONS

- ▶ Registered Nurse with current registration with AHPRA
- ▶ Post graduate tertiary qualifications in a related health field or management.

PERSONAL ABILITIES/APTITUDES/SKILLS

- ▶ possess a consultative and cooperative style;
- ▶ an ability to mentor, coach and develop a team, inspire enthusiasm and a positive, proactive culture;
- ▶ an ability to achieve outcomes through effective leadership and delegation and by working in a team;
- ▶ demonstrated ability to deal with a range of issues concurrently;
- ▶ ability to analyse options, make decisions and implement policies;
- ▶ proven ability to create and manage change and operate effectively in an environment of complexity, uncertainty and rapid change;
- ▶ highly developed verbal and written communication skills;
- ▶ highly developed negotiation and conflict resolution skills;
- ▶ strong relationship management skills;
- ▶ highly developed organisational and prioritisation skills;
- ▶ highly developed administrative skills;
- ▶ strong influencing and negotiation skills;
- ▶ possess a strong customer service ethos;
- ▶ demonstrated problem solving abilities.

EXPERIENCE

- ▶ Registered Nurse and/or Midwife with at least 10 years post registration experience;
- ▶ qualifications or extensive, recent, senior management experience in finance and/or health services;
- ▶ experience in the implementation of organisational new systems and introduction of significant change;
- ▶ substantial senior experience/responsibility in management including: people, finance and strategic planning and leadership;
- ▶ demonstrated experience in innovative service delivery and in effecting change in the workplace to achieve agreed outcomes.

KNOWLEDGE

- ▶ comprehensive understanding of the Australian Commission on Safety and Quality in Health Care (ACSQHC) National Standards
- ▶ knowledge and understanding of the Nursing and Midwifery Board Professional Codes & Guidelines
- ▶ knowledge and understanding of legislative responsibilities for WH&S, Workers Compensation and Rehabilitation and Equal Opportunity;
- ▶ broad knowledge of Quality Improvement Systems and Accreditation as applied to a hospital

DESIRABLE

EDUCATIONAL/VOCATIONAL QUALIFICATIONS

- ▶ post graduate qualifications in Health Administration or Health Management

PERSONAL ABILITIES/APTITUDES/SKILLS

- ▶ recent experience in application of information technology in the health care environment.

EXPERIENCE

- ▶ demonstrated ability to achieve and maintain sound employee relations;
- ▶ extensive executive management in the health care environment.

KNOWLEDGE

- ▶ broad understanding of state and local political, legal and socio-economic environments and their impact upon the management of a hospital.

Living & Working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15 minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property

Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report

REGIONAL EXPERIENCE :

The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts



One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as one of the top 10 liveable cities in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For a confidential discussion regarding the Chief Executive Officer/Director of Nursing position, please contact VUCA Senior Associate, Ms Patricia Williams on 0438 388 530.

Applications, including your current CV and a letter of introduction are to be forwarded in Word format to ceosh@vuca.com.au

Applications close Sunday 15th August 2021.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.