

Position Description

Chief Executive Officer

Position title	Chief Executive Officer
Reports to	GORH Board of Directors
Classification	Health Executive and Employment Remuneration Policy 2024
Award	Health Executive and Employment Remuneration Policy 2024

GREAT OCEAN ROAD HEALTH

Great Ocean Road Health (GORH) is a Small Rural Health and Multi-Purpose Service with campuses at Lorne and Apollo Bay in South West Victoria. GORH has an annual turnover of approximately \$25 million, and around 270 staff (FTE ~150). We provide a range of services including acute care, residential aged care, palliative and respite services, renal dialysis (Lorne), 24-hour urgent care, primary health and general practitioner care, community health care and in-home support services.

Great Ocean Road Health was formed in 2019 with the amalgamation of Lorne Community Hospital and Otway Health. In July 2025, GORH became part of the Barwon Local Health Service Network partnering with Barwon Health, Hesse Rural Health, and Colac Area Health.

GORH won the 2024 Premier's Small Health Service of the Year Award for its patient-centred approach across its Lorne and Apollo Bay campuses. This specific award is part of the Victorian Government's Premier's Awards for Excellence in Public Healthcare.

OUR VISION

To create person-centred, high-quality experiences for every Great Ocean Road Health consumer, every time.

OUR PURPOSE

We provide Great Health Care to enable people to live purposeful, healthy and engaged lives.

OUR VALUES

- ❖ **Genuine:** We are authentic; we do what we say we will do; we are motivated to extend ourselves in everything we do.
- ❖ **Respect:** We demonstrate integrity in every interaction, and we value the insights of staff, community members and our partners.
- ❖ **Empathy:** We listen to our staff, patient's, resident's and community member needs and help them on their journey to enhanced health and wellbeing.
- ❖ **Accountable:** We are accountable for all our actions and decisions; we deliver our strategic priorities in order to fulfil our purpose and best meet our community needs.
- ❖ **Teamwork:** We actively seek opportunities to work together in the spirit of collaboration.

ROLE STATEMENT

Great Ocean Road Health's priority is to work with its client base and community to strengthen the community, ensure that people are well supported, and to enhance wellbeing.

The GORH Board has both a strategic and stewardship role. The functions of the Chief Executive Officer (CEO) are to manage GORH in accordance with the financial and business plans, strategies and budgets developed by the Board, and to implement the instructions of the Board.

The Chief Executive Officer is accountable to the Board of Directors for ensuring that GORH maintains an excellent reputation and achieves a balance between cost effective service delivery and high-quality health outcomes that are responsive to community needs and Government policy directions.

The Chief Executive Officer is responsible for providing executive leadership, effective and efficient management and direction, to achieve Great Ocean Road Health's vision, priorities and strategic directions.

The CEO is also responsible for exploring future acquisitions and opportunities in accordance with the Strategic Plan, applicable Delegations, Acts, Regulations, By-Laws, and all other guidelines and policies and procedures.

The Chief Executive Officer is the single point of accountability for patient safety through effective leadership and management of GORH.

The Chief Executive Officer is the delegated officer as per GORH's By-Laws for the total management of all aspects of the service's activities, and for liaison between the Board, hospital staff, the community and the Department of Health.

EXTERNAL RELATIONSHIPS:

The CEO will liaise with:

- Victorian Department of Health (State)
- Department of Health, Disability and Ageing (Commonwealth)
- Barwon Local Health Service Network partners, CEO's Executives and Boards
- Other Regional Health Services Executives and Boards
- Small Rural Health CEOs
- South West Alliance of Rural Health
- Community organisations including the Committee for Lorne, Apollo Bay Chamber of Commerce, the Apollo Bay Health Foundation, the Lorne Op Shop
- Patients/residents and their families/carers
- Members of the Community Advisory Committee
- Businesses/tourism operators
- Accreditation authorities
- Victorian Healthcare Association
- Victorian Hospitals Industrial Association
- Legal and managerial consultants
- Local government organisations
- Tertiary Institutions
- Media
- Ministers and Government departments
- Local Members of Parliament
- Suppliers
- Neighbours of the health services
- Visitors to GORH
- Unions
- Professional associations

INTERNAL RELATIONSHIPS

The CEO will liaise with:

- Board Chair
- All other Board directors
- GORH staff
 - Executive staff group
 - Clinical staff
 - Allied health and medical professionals
 - All other staff
- Principal General Practitioner and other General Practitioners
- Visiting medical services
- Volunteers
- Neighbourhood houses
- Second Sails Op Shop
- Contractors

POSITIONS REPORTING TO THIS ROLE

- Director Clinical Services
- Director Community Services
- External Director of Finance/ Chief Financial Officer
- Senior Finance Manager
- GP Practice Manager
- Director Medical Services
- Fundraising and Communications Manager
- Manager of People and Culture
- Support Services Manager
- Infrastructure Project Manager
- Corporate Project Manager
- Board Secretariat
- Executive Assistant to the CEO

GENERAL RESPONSIBILITIES

ROLE SPECIFIC TASKS	PERFORMANCE MEASURES
Organisation Culture - Understand and adopt GORH values in all areas of responsibility with attention to consumer focus, teamwork and community orientation. - Demonstrate GORH's strong support of Equal Opportunity and Access to Services; our expectation is that all staff are sensitive and inclusive of individual needs including but not limited to cultural, religious, sexual diversity and orientation.	GORH values are demonstrated by the individual and assessed in performance reviews.
Occupational Health and Safety - Proactively take responsibility for your own health and safety and for the health and safety of anyone else who may be affected by our acts or omissions in the workplace. - Understand and proactively work within Occupational Health and Safety Acts, regulations and codes of practice. - Minimise exposure to incidents of infection/cross-infection of patients, residents, staff, visitors and the general public by adhering to GORH's infection control policies and procedures, including compliance with GORH vaccination program.	- Level of compliance as determined through health and safety audits. - Action taken to identify and report unsafe acts or hazards. - Timeliness and effectiveness of corrective action. - Demonstrated use of incident management system. - Completion of required mandatory training and education.
Risk Management Ensure effective and timely risk identification, assessment, control and issue resolution processes are maintained.	- Awareness of risk management responsibilities. - Evidence of issues identified and reported.
Management and Control - Ensure all activities are within the approved policies, legal and ethical framework of the organisation. - Understand and take responsibility to work within the delegations of authority.	- Evidenced by relevant audits. - Reviewed in annual performance review.

ROLE SPECIFIC TASKS	PERFORMANCE MEASURES
Safety & Quality - Report incidents on the incident reporting system. - Lead or participate in quality activities to ensure that opportunities for improvement are actively explored and best practice is achieved. - Understand the quality standards and accreditation requirements relevant to the role and ensure systems and processes are consistent. - Partner with patients, residents, carers and other consumers in activities to improve the safety and quality of care.	- Evidence of incident reporting. - Evidence of initiation of and participation in relevant quality activities. - Evidence of fostering a strong (healthy) reporting culture. - Adherence to the relevant standards. - Demonstrated consumer focus of quality activities. - Outcomes of all quality activities are recorded on the Quality Activity Register.
Professional Development - Ensure employee's skills are up to date and in accordance with best practice guidelines. - Keep up to date with changes in policies and procedures. - Ensure all mandatory LMS training is undertaken within all required timeframes.	- Demonstrated participation in the training/education of less experienced staff, undergraduate students and other professionals. - Evidence of the identification of training and development needs and appropriate action being taken to address gaps in skills and/or knowledge.
Child Safe - Demonstrate an understanding of Child Safe Standards and comply with the Great Ocean Road Health Child Safe – Code of Conduct. - A current Working with Children Check may be required for Great Ocean Road Health Employees.	- Signed GORH Child Safe Code of Conduct. - Assessed in performance review.
National Criminal History Check - A current National Criminal History Check is required for Great Ocean Road Health Employees. - National Disability Insurance Scheme (NDIS) Worker Screening Check is required.	- Current criminal history check. - Current NDIs worker screening check.
Gender Equality - Consider and promote gender equality. - Undertake Gender Impact Assessments (GIA's) on policies, programs and services, as appropriate and required under the Gender Equality Act 2020. - Support team capability-building around GIAs and other obligations under the Gender Equality Act 2020.	Contribution to the Gender Impact Assessment Register.

ROLE SPECIFIC TASKS	PERFORMANCE MEASURES
General Statement of Duties Perform the inherent responsibilities of the position and other related duties as directed and assigned to you, having regard to your skills, qualifications, training and experience, to contribute to meeting client and community needs and program requirements.	Assessed in performance review.

KEY FOCUS AREAS

KEY FOCUS AREA	PRINCIPLE ACCOUNTABILITIES
LEADERSHIP & ORGANISATIONAL CULTURE	GORH strongly supports Equal Opportunity and Access to Services and expects all staff to be sensitive and inclusive of individual needs including but not limited to cultural, religious, sexual orientation. The CEO will: • Understand and adopt GORH values in all areas of responsibility, with attention to patient and client, teamwork and community orientation. • Promote and enhance GORH in line with our vision to continue to be recognised as a highly reputable health and community service provider within the region. • Provide leadership that models and facilitates professionalism, transparency, innovation, teamwork and encourages personal initiative; create a harmonious climate in which staff have a clear understanding of their responsibility for behaviours that align with the GORH values. • Ensure the Board/ CEO relationship is healthy and there is a high level of confidence with the Board in regard to Clinical Governance oversight and outcomes. • Act as the principal adviser to the Board on matters impacting the efficient discharge of its responsibilities under the Health Services Act and other relevant legislation, providing timely, accurate and honest advice and information to the Board. • Communicate policies and decisions of the Board to all staff and the community (as appropriate), ensuring their efficient and effective implementation and evaluation. • Act within the Delegation of Authority and ensure that the organisation's By-Laws and Standing Orders appropriately service the contemporary needs of the organisation, highlighting to the Board the need for review/revision when necessary. • Develop and recommend to the Board, strategic and business plans consistent with Great Ocean Road Health's purpose and its overall objectives; meet policy directions of the State and Commonwealth Governments and the health needs of the community. • Ensure a strategic plan is in place, an annual business plan is developed and reported to Board, and Annual Quality of Care reporting is undertaken. • Undertake relevant professional development to ensure skills are up to date and in accordance with best practice guidelines. • Lead a high-quality Executive Team, operating model and committee structures, in order to deliver effective, efficient, timely, and economical services to the GORH community.

KEY FOCUS AREA	PRINCIPLE ACCOUNTABILITIES
STRATEGIC PLANNING AND POLICY	- Continue to develop the services of Great Ocean Road Health, and partnerships/alliances with other agencies to ensure current community needs are met and strategic objectives and potential opportunities are achieved. - Implement the GORH 2025 – 2028 Strategic Plan in partnership with the Board of Directors. - Ensure the plan aligns to community needs and the Victorian government's priorities and the agreed Statement of Priorities for GORH, and the Statement of Priorities for the LHSN. - Implement service priorities as determined. - Develop, disseminate and implement policies in keeping with the GORH vision, purpose and values, and statutory and regulatory requirements.
QUALITY, CLINICAL CARE & RISK MANAGEMENT	- Ensure appropriate services are provided to deliver high-quality care to patients, residents and all users of the GORH's services in line with an integrated 'Wellness Model' of healthcare, within the approved policies, legal and ethical framework of our organisation. - Ensure effective and timely risk identification, assessment, control and issue resolution processes are maintained. - Understand and proactively work within Occupational Health and Safety Acts, regulations and codes of practice. - Understand the quality standards and accreditation requirements relevant to the role and ensure systems and processes are consistent. - Ensure that all the necessary certifications, accountabilities and accreditation standards of the National Standards, Community Common Care Standards, General Practice and Aged Care Accreditation are attained. - Ensure Great Ocean Road Health complies with and fulfils its obligations under the Health Services Act, Financial Management Act and other relevant legislation in a climate of responsible corporate and clinical governance - Lead or participate in quality activities to ensure that opportunities for improvement are actively explored and best practice is achieved. Partner with patients, carers and other consumers in activities to improve the safety and quality of care. - Ensure the organisation has effective systems in place for safeguarding personal and psychosocial safety of staff, residents and patients and emergency and incident response, including natural disaster preparedness.
FINANCIAL MANAGEMENT	- Ensure prudent and effective financial management in compliance with all statutory and legal requirements; ensure strategic targets are met within agreed budgets, an efficient and viable service is provided and all revenue generating opportunities are optimised. - In conjunction with the Board and in the context of sustainability, develop annual budgets and financial plans and manage the daily

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	financial operations and regular reporting of actual results against budget. • Ensure that all funds, physical assets, including all buildings, equipment and motor vehicles owned or leased by the hospital are appropriately safeguarded, maintained, insured and administered. • Assist the Board in the development and implementation of fundraising initiatives required to help financial sustainability.
PROCUREMENT MANAGEMENT	• Be the accountable 'Chief Procurement Officer (CPO)' including providing advice to Board on procurement process and take carriage for the strategy. • As CPO, lead procurement across GORH, for all Business Units (BU), including direct and indirect sourcing and procurement. • Responsible for material deflation, indirect savings and supplier development and performance, including quality and lead time reliability. • Implement best practice procurement capabilities and organisational development, leading GORH with a centre-led regional/state construct. Where possible, sourcing and procurement activities driven from a regional/state perspective will continue to maximize leverage and overall effectiveness of supply. • Establish the Governance body or Project Committee that vets strategic procurement documents, procurement plans, procurement capability, procurement policies and procedures for the organisation. • Ensure that Health Share Victoria procurement requirements are met including setting procurement strategic vision, operational planning, and execution. • Establish supply management and partnerships with the GORH business units, undertaking sourcing and procurement processes, systems, and results across the enterprise to include strategy development and implementation, common process definition and deployment, procurement organisational development and leadership, and delivery to support the health service's business model, strategies, and financial operating plans. • Where local/regional requirements dominate for practical reasons, establish excellence to apply best practices locally. Due to the complexity and diversity of GORH's regional locations, multiple matrix structures are in place and operated within effectively. • Drive improvements across the organisation, in partnership with BU leadership and strategic suppliers, to move GORH to the next level of sourcing and procurement results, while incorporating the best practices already in place within certain parts of the organisation and providing the thought leadership to adapt new best practices.

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STAKEHOLDER RELATIONSHIP	• Provide timely information and resources to community groups and organisations regarding GORH, and other relevant community healthcare matters. • Promote, and support community participation and engagement with GORH, including through fund raising activities and by fostering and maintaining voluntary activity within the organisation. • Enhance the image of the Great Ocean Road Health through the active promotion of its achievements and opportunities through a variety of media (print, radio, TV, social media and Great Ocean Road Health Website), and in consultation with the Chair as appropriate, undertake the role of media spokesperson for GORH and/or authorise relevant personnel to make statements to the media in accordance with the Delegation of Authority. • Represent GORH on appropriate professional bodies, public forums and other speaking engagements in a manner which promotes and enhances the health service's standing and reputation.
PARTNERSHIPS	• Strengthen and develop productive relationships with relevant community groups and service providers, Ministers and other Members of Parliament, Government Departments and Agencies, Shire Councils and other stakeholders to maximize the benefit to GORH. • Ensure continued participation and development of partnerships with other health services and other relevant organisations in the region that will enhance service delivery by Great Ocean Road Health. • Participate in and lead projects as part of the Barwon Local Health Service Network. Collaborate with the CEOs of Colac Area Health, Hesse Rural Health and Barwon Health to ensure the LHSN Statement of Expectations and other strategic and planning priorities are achieved.
CORPORATE MANAGEMENT	• Manage the implementation of GORH's strategic plan and underpinning business and operational plans, establish challenging but attainable performance indicators and targets. Ensure staff participation in the operational planning processes and their commitment to the achievement of the organisation's strategic targets. • Ensure effective human resource management practices are implemented and monitored throughout the organisation in line with relevant legislation. • Ensure the ongoing development of GORH services and workforce capability to deliver great health outcomes. Continue the promotion of a culture of learning and innovation across GORH. • Optimise participation and development of the South West Alliance of Rural Health (SWARH) to maximise benefits to the organisation and rural health service delivery. • Ensure accuracy and compliance with relevant legislative and funding body guidelines for data collection, statistical reporting and records management.

SCOPE OF PRACTICE

The Chief Executive Officer will be limited to:

- Activities described within the position description.
- Other activities as agreed with Board of Directors.

Statements included in this position description are intended to reflect in general the duties and responsibilities of the CEO position. It is not intended to be an exhaustive list of responsibilities, duties and skills required. GORH may alter the duties of this position description if and when the need arises. Any such changes will be made in consultation with the affected employee.

REQUIRED EDUCATION, TRAINING, KNOWLEDGE AND EXPERIENCE

(Please respond to this in your application)

1. Essential Education:

- Tertiary qualifications in commerce, business management or health administration.

2. Essential Skills and Attributes:

- Demonstrated achievement at a senior level in delivering high quality health services, achieving KPIs, meeting budget targets, and being able to adjust to increasing financial pressure.
- Ability to develop and maintain an open and trusting relationship with the Board and organisational employees.
- Experience and/or knowledge of corporate governance and demonstrated capacity to work effectively with a Board of Directors.
- Comprehensive understanding of small rural health services.
- Effective communicator - demonstrated ability to communicate with a range of internal and external stakeholders.
- Experience in managing and providing leadership to a multi-disciplinary team in a rural health services environment.
- Knowledge of and experience in public sector health services, at senior management level in a “wellness” model health service.
- Ability to lead and motivate people, and to adopt an entrepreneurial approach in relation to service provision and fundraising.
- Excellent written and oral communication skills, including the capacity to influence and negotiate in a sensitive and effective manner.
- Project management skills and expertise.
- Proven understanding of the application of quality improvement programs and best practice. Ability to identify with the patient experience and factor into all decision making.
- Excellent relationship management skills and demonstrated ability to build trust and maintain productive relationships with a range of partners, community and other stakeholders.
- Demonstrated ability to define and clearly communicate vision and future strategy and to ensure the vision is translated into achievable, clear business goals.
- Outstanding personal qualities consistent with GORH values and the VPS Codes of Conduct (or similar documents) including compassion, kindness, self-belief, self-awareness, self-management, drive for improvement and personal integrity.

- Satisfactory National History Criminal Check prior to commencement of employment (less than 6 months old).
- Satisfactory Victorian 'Employee' Working with Children Check (WWCC) prior to commencement of employment.
- Satisfactory National Disability Insurance Scheme (NDIS) Worker Screening Check prior to commencement of employment.
- Immunisation in accordance with GORH Infection Control Policy.
- A current Driver's Licence.

3. Desirable:

- Previous experience related to this position.
- Understanding of emergency management in a rural health setting.
- Detailed knowledge and understanding of the Victorian health sector and current developments in rural and regional health, and the Local Health Service Networks.
- Successful achievement in obtaining grants.
- Demonstrated ability to meet the emerging challenges and changes within the Public Hospital system, including knowledge of state and federal government funding for rural and aged care health service provision, in acute and residential care, including Accreditation standards.
- An understanding of Public Hospitals, Multi-Purpose Services (MPS) and Small Rural Health Services (SRHS), and their relationships with larger and tertiary health services.
- An understanding of the role of the Health Service in responding to the needs of our community within a rural and regional location.
- A knowledge and understanding of Government and a regulated business environment.
- Eligible to be a member of the Australian College of Health Service Executives and/or a relevant professional association.

PERFORMANCE STANDARDS

Evidence of completion of competencies relating to your current role.

AGREEMENT

Pre-Employment Health Declaration

Prior to any person being appointed to this position, it will be required that they disclose full details of any pre-existing injuries or disease suffered, or existing injuries or disease that a person continues to suffer of which they are aware and could reasonably be expected to foresee and could be affected by the nature of the proposed employment.

Position Description Approved _____ Date _____
Director Signature

Position

I acknowledge and accept that this position description represents the duties, responsibilities and accountabilities that are expected of me in my employment in the position. I acknowledge that GORH Board may alter the duties of this position description if and when the need arises. Any such changes will be made with the affected employees(s). I understand that this is separate to the Employment Contract that I will sign, outlining the terms and conditions of my employment.

Employee Signature

Date

Employee Name (please print)