

Position Title:	Chief Executive Officer (CEO)
Classification:	Chief Executive Officer
Directorate	Executive
Department	Executive
Agreement:	Health Executive Employment and Remuneration (HEER) Policy and Handbook Version 2.1
Reports To	East Wimmera Health Service Board of Directors
Direct Reports:	Director of Primary Care Director of Medical Services Director of Clinical Services Director of Operations Director of People & Culture Executive Assistant
Internal Relationships	All Staff
External Relationships	Consumers; Families; Carers; Visitors; EWHS Auxiliaries; Visitors; Department of Health; Government Stakeholders; Other Health Services, particularly the Grampians Local Health Service Network (Grampians LHSN); General Practitioners and Primary Health Networks.
Probation Review: Performance Review:	During the first 6 months of employment. Annual requirement. Note: Year 1 will be 6 months post end of probation and thereafter by the anniversary date

Overview

East Wimmera Health Service (EWHS) is a multi-campus health service (5 sites), situated in the north-west of Victoria. Covering the land first inhabited by the Dja Dja Wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagalk and Jaara Jaara people. EWHS encompasses the townships of Birchip, Charlton, Donald, St Arnaud and Wycheproof and surrounding districts. EWHS provides healthcare across the Buloke Shire and the Northern Grampians Shire to a population of approximate 10,000 people.

EWHS provides a broad range of services including:

- Acute bed service for low to medium complexity inpatients
- 24 hr Urgent Care at each of the 5 sites
- Renal Dialysis - Donald Campus
- Residential Aged Care. All 5 of the facilities are co-located with the acute hospital
- Primary & Community Health programs
- General Medical Practices.

Position Summary

The Chief Executive Officer is responsible for implementing the strategic direction of EWHS as determined by the Board. EWHS must maintain its excellent reputation, meet statutory regulations and comply with the Victorian Department of Health (DH) policies and procedures.

The Chief Executive Officer:

- Is responsible for the operational management of EWHS, and implements decisions, resolutions and directions of the Board.
- Ensures that the Board is fully briefed on all matters material to performance of their governance role.
- Ensures that EWHS observes and complies with the requirements of the appropriate Federal and State legislation, Health Service By-Laws and directions of the Victorian Department of Health (DH).
- Exercises the powers delegated by the Board to administer and direct as appropriate the activities of EWHS.
- Works to advance the objectives of the Health Service and the Grampians Local Health Service Network (Grampians LHSN) and to attain the service objectives specified in the Health Service Agreement, EWHS Statement of Priorities and the Grampians LHSN Statement of Expectations.
- Promotes EWHS in the communities it serves.
- Ensures that EWHS maintains its excellent reputation, meets statutory regulations and complies with the DH policies and procedures.
- The duties of this position are to be performed with adherence to the purpose and values identified through the EWHS strategic plan and compliance with the Standards of Behaviour for staff of EWHS

Our Vision

Connected, accessible and quality care for our community

Our EPIC Values

Our organisational values guide how we work - shaping our culture, behaviours and decisions. They ensure that as we pursue our strategic vision and deliver on our priorities, we do so in a way that reflects who we are, what we stand for and how we build trust with each other and the communities we serve

- **Excellence**
We aim high, adapt with purpose and take pride in improving health outcomes
- **Partnership**
We build trust and achieve better health outcomes by collaborating across teams, with our community and partners
- **Inclusion**
We embrace difference, elevate diverse voices and create a strong sense of belonging
- **Integrity**
We act with respect, trust, honesty, fairness and accountability
- **Compassion**

We lead with empathy, showing compassion, kindness and supporting wellbeing in every interaction

Key Responsibilities

Governance

The CEO ensures that all statutory and financial requirements for the Health Service are met.
The CEO does this through:

- Developing systems, structures and protocols that meet the statutory requirements of the *Financial Management Act* and its associated obligations for the Health Service
- Supporting the Board with timely advice that includes assessment of risks and opportunities, strengths and weaknesses
- Informing the Board of both clinical and financial significant issues that may impact the Board
- Observing the formal requirements of Board meeting procedures and timetables and preparation of Board meeting papers
- Preparing briefing papers and reports of significant issues and in response to Board requests
- Exploring options for innovative solutions in technology systems and processes, to enable nimble and adaptive services
- Ensuring all activities of the Health Service are legal, on budget and delivered within agreed timeframes
- Overseeing the effective management of the operations of the health service, alignment with the strategic planning framework and efficiently managing health service resources to achieve business objectives within budget

Strategy

The CEO ensures the Health Service has a strategic focus. The CEO does this through:

- Establishing and maintaining processes and frameworks to assist in considering and addressing strategic issues
- Developing and implementing strategic and operational business plans for EWHS
- Working with the Board to identify new strategic issues, opportunities while monitoring and implementing the operation side of the EWHS strategic plan
- Budgeting for the strategic actions in the annual financial plan
- Establishing an operational plan to achieve the strategic and financial plans
- Managing key risks and supporting strategic delivery through mitigation planning.

Quality Management/Service Provision

The CEO ensures the health services provided to the community are person centred, best practice while partnering with consumers. The CEO does this by:

- Establishing a business/quality plan in regards to health service delivery
- Establish and maintain performance management processes that evaluate the quality and safety of services, regularly review individual progress against performance plans, and take remedial action when performance targets are not met
- Reporting regularly to the Board on the performance of the organisation
- Reporting to the Board on actions to address issues identified in patient/consumer satisfaction surveys, complaints, and other care recommendations
- Providing leadership that creates an innovative and entrepreneurial environment and supports a workforce willing to implement change that improves health outcomes
- Driving a customer approach to service delivery
- Ensuring the achievement of quality standards evidenced by the achievement of accreditation in both the acute and residential aged care services

Relationships and engagement

The CEO establishes and maintains effective liaison and collaborative work relationships with a wide range of stakeholders and regional health service partners to progress EWHS across the catchment area. This will include:

- The Department of Health
 - Minister for Health and local MPs
 - Members of the Grampians LHSN
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- CEOs and senior health service executives, managers and clinicians from the public and private sector
- EWHS Auxiliaries
- Consumer, carer and community representatives
- Community Health and Primary Health Care service providers
- General Practitioners
- Primary Health networks
- Local Health Service Networks
- Non-government organisations
- Universities
- Consultants
- Aboriginal communities

The CEO also:

- Continues to promote the development of a cohesive, integrated, multidisciplinary approach to the provision of health services across the catchment area.
- Exercises effective representation, strategic communication and advocacy through forums with various stakeholders relating to EWHS.
- Ensures that the EWHS strategic objectives are fully communicated and understood by staff, committees and stakeholders.
- Develops and maintains effective partnership models and business arrangements with local General Practice to ensure sustainable, integrated primary and acute care across the catchment.
- Develops and implements an effective community engagement plan that seeks advice and reports back to all stakeholders on EWHS activities and achievements. This will include newsletters, annual and patient care reports and updating and maintaining the website.

Human Resources

The CEO ensures that the Health Service workforce is trained and capable of undertaking their roles and are provided with the opportunity to develop into leadership roles. The CEO does this by:

- Ensuring that the health service has a Workforce Plan that aligns closely with the strategic priorities of EWHS, providing high level guidance and direction on workforce attraction, retention, capability building and wellbeing
- Fostering inclusive leadership practices that support a culturally diverse workforce
- Motivating staff to work to their full potential, ensuring they have a clear understanding of the strategic directions of the organisation
- Ensuring Equal Opportunity, OH&S practices and responsible risk management are followed in all activities of the Health Service
- Actively participating and contributing as required in new Enterprise Agreements as they become due
- Ensuring advances in technology are pursued with a view to maximising health service quality, safety and efficiency
- Providing a values-led environment that supports a healthy and safe work environment, promotes and encourages transparent and open processes and communications
- Overseeing an effective performance management and development system for all staff
- Developing a culture that continually strives to improve access, equity and health outcomes for our community

Finance and Legal

The CEO will ensure the activities of EWHS are within budget, on time, in accordance with best business practice complying with all statutory obligations under the *Financial Management Act* and other governing legislation. The CEO does this by:

- Monitoring health service plans/services to ensure they are on budget, on time, and where necessary take remedial action
- Ensuring annual performance targets, funding commitments, and government Statements of Priorities (SOPs) are achieved
- Ensuring that all staff comply with statutory obligations under the *Health Services Act*, *Coroners Act*, *Safe Patient Care (Nurse to Patient and Midwife to Patient Ratios) Act* and other relevant Acts
- Ensuring sound administrative and financial systems, procedures and controls are in place and functioning in all areas of the health service in accordance with best business practice
- Monitoring and reporting on issues that influence EWHS's financial performance and planning
- Keeping the Board informed of major opportunities and risks associated with the EWHS budget
- Ensuring that financial statements are prepared and audited in accordance with relevant accounting standards and statutory requirements
- Negotiating with State and Commonwealth funding authorities on appropriate funding issues
- Delivering on the decisions of the Board in an expedient manner.

Professional Conduct

The CEO:

- Maintains a visible and active presence across all 5 EWHS campuses, building trust and engagement with staff and communities at each site
- Brings proactive people leadership
- Protects and preserves the values of the organisation
- Is a creative strategic thinker with proven credible advocacy
- Has exceptional communication, community engagement and consultative skills
- Demonstrates productive relationships with stakeholders and government agencies
- Brings an innovative and creative problem-solving approach
- Provides financial and commercial acumen
- Provides ongoing leadership to demonstrate and foster a positive organisational culture aligned with EPIC values
- Demonstrates a confident, optimistic and proactive mindset
- Demonstrates a strong ability to think in an analytical manner, systematically examining and improving operations to enhance outcomes

Key Performance Indicators

Key performance indicators are formed in combination of the Statement of Priorities, Strategic Objectives and those specific to EWHS as specified by the Board of Directors at the CEO annual performance review.

Key Selection Criteria

Mandatory:

- Satisfactory National History Criminal Check prior to commencement of employment (less than 6 months old) and a satisfactory Victorian 'Employee' Working with Children Check (WWCC) prior to commencement of employment
- Immunisation in accordance with Infection Control Guidelines / ATAGI
- A current Drivers Licence
- Tertiary Qualifications in a relevant discipline (Health or Management will be favourably regarded).

Essential:

1. Demonstrated Chief Executive Officer or Executive-level leadership experience within the Australian healthcare sector, supported by contemporary knowledge of emerging trends, reforms and policy developments across public hospitals, residential aged care, primary health and community services.

2. Demonstrated ability to define and clearly communicate vision and strategy and to ensure that the vision is effectively translated into clear business goals and objectives particularly when leading a multi-campus organisation.
3. Strong leadership skills with a proven ability to successfully demonstrate and lead a positive culture manage and motivate staff, promote the creation of a positive workplace, develop teams and model the behaviours that are aligned to our values.
4. Demonstrated financial management experience to deliver budget outcomes based on the strategic and operational needs of the organisation. This includes an understanding of the various government environments that provide funding to a rural health service.
5. Proven ability to manage complex organisational change and introduce innovative models of care.
6. Understanding of all aspects of capital investment in health infrastructure from reviewing existing facilities, identifying, and assessing options, business case development, procurement, project management and strategic oversight of delivery.
7. Exceptional written and verbal communication skills, with an ability to negotiate, advocate and work with a wide cross section of stakeholders and foster strong collaborative partnerships and working arrangements with other health services providers to drive organisational performance.
8. Excellent understanding of the principles of evaluation, risk management, corporate and clinical governance and a demonstrated ability to work proactively in partnership with the Board.
9. Understanding of the role of the Health Service in responding to community needs within a rural community and a proven capacity to achieve strong community engagement with the service.
10. Contemporary understanding of the digital health paradigm shift's potential, including benefits and risks, and drive towards real-time data analytics adoption.

Risk Assessment / Job Analysis

East Wimmera Health Service provides a safe working environment for staff as part of the process Risk Assessments have been carried out and this position could include some or all of the following.

(Please mark (eg X or □) to those that apply to this position)

Aspects of Normal Workplace	Frequency			
<u>Work Environment</u>	Occasionally	Regularly	Continual	NA
• Work with the possibility of extended hours				
• Work in locations geographically separated from main facility				
• Working off site which may include clients homes				
• Clinical areas				
• Travelling or Driving in cars on a regular basis				
<u>Work Activity</u>				
• Manage demanding and changing workloads and competing priorities				
• Undertake administrative tasks including intensive computerkeyboarding work, filing, writing, concentrating for long periods of time				
• Sitting at the computer for extended periods of time				
• Sitting in meetings for extended periods of time				
• Use of technology including photocopiers, telephones				
• Undertake manual handling of equipment				
• Patient Handling (<i>No Lift Program operates throughout EWHS</i>)				

Exposure to Substances (<i>Protective equipment & procedures in place to prevent contact</i>)				
<u>Work relationships</u>				
Work in a team environment and at times independently				
Interaction with staff from other disciplines and departments				
- Interacts with: - colleagues and other hospital staff - members of the public - Patients and relatives				

I acknowledge:

- That I have read and fully understand the Position Description and the position's Job Analysis.
- I agree that I have the physical ability to fulfil the inherent requirements of the position, and accept my role in fulfilling the responsibilities, activities and duties.
- I understand that the information provided is a general outline and may not encompass every aspect of the position.
- That EWHS 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(s).
- I understand that this is separate to the employment agreement that I will sign, outlining the terms and conditions of my employment.

Name (Please Print): _____

Signature: _____

Date: _____

Document Control

Executive Sponsor: Board Chair	
Manager Responsible: Board Chair	
Author(s): Recruitment and Appointments Committee	
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