

Bellarine Community Health - Strategic Plan 2026-2030

Bellarine Community Health's vision is for a thriving, healthy Bellarine Peninsula where every person has equitable access to holistic, client-centred care. Our purpose is to deliver high-quality, accessible health services that empower our community to live well.

The BCH Strategic Plan 2026-2030 focuses on strengthening what works well, fixing what slows us down, and building capability sustainably. It reflects the feedback of our community, staff, partners and Board, and responds to the challenges of increasing demand, workforce pressure, constrained funding and the need for responsible, sustainable decision-making.

Our work is guided by the values of **Equity, Inclusion, Respect** and **Community Connection**. These values shape how we care for clients and families, how we work with each other, and how we partner with others to improve health and wellbeing across the Bellarine.

BCH's strategic priorities are:

- **Access and Care** - making it easier for people to get timely, appropriate coordinated care.
- **Our People and Culture** - creating a welcoming, inclusive and supportive workplace.
- **How We Work** - simplifying processes, reducing duplication and using data and evidence to improve services.
- **Community and Partnerships** - strengthening BCH's visibility, partnerships and connection with the Bellarine community.
- **Sustainability and Growth** - ensuring BCH remains strong, sustainable and here for the future.

All employees contribute to BCH's strategic direction through their role, conduct and commitment to safe, high-quality, client-centred care. Each position is expected to support continuous improvement, work collaboratively, use resources responsibly and help BCH remain responsive, trusted and sustainable for the community.

Position Information

Position Objective:

The Executive Director, Child Youth & Families reports to the Chief Executive Officer and is a key member of the Executive Team. The role provides senior leadership across BCH's Child, Youth and Families portfolio, including multidisciplinary allied health, oral health, child and youth mental health, disability, health promotion and community-based programs.

The Executive Director is responsible for ensuring services are safe, integrated, clinically credible, financially sustainable and aligned with BCH's strategic direction. The role requires the ability to navigate complex funding, contractual and regulatory environments and translate these into sustainable service models, workforce strategies and operational plans.

A key focus of the role is to strengthen how services work together, build the capability of managers and teams, improve systems and processes, and ensure BCH continues to deliver accessible, high-quality, client and family-centred care for the Bellarine community.

	Role Objectives: The Executive Director, Child Youth & Families will: • Provide visible, values-led executive leadership across the Child, Youth and Families portfolio, ensuring services are safe, high-quality, integrated and responsive to community need. • Lead and support managers to build strong, accountable and collaborative teams, with clear expectations, effective supervision, timely decision-making and a positive workplace culture. • Strengthen service systems, workflows and reporting to improve service performance, consumer experience and sustainability. • Provide clinical and service leadership across a broad multidisciplinary portfolio, ensuring appropriate governance, risk management, professional standards and escalation processes are in place. • Work collaboratively with the CEO, Executive Team, managers, staff and external partners to strengthen BCH's visibility, service integration and long-term sustainability.
Reports to: Direct reports:	Chief Executive Officer Manager Child Health and Development Service Youth Health and Wellbeing Manager Oral Health Services Manager Healthy Communities Manager
Programs:	Community Health; Home and Community Care – Program for Younger People; headspace; Doctors in Secondary Schools; Health Promotion Program; Dental Health Program; Smile Squad; Private Dental; NDIS; Other fee-for-service programs.
Location:	Based at Point Lonsdale however expected to work from any other BCH site
Award:	Health and Allied Services Enterprise Agreement
Employment Status:	Full time Probation Period: 6 months
Remuneration and benefits:	Salary negotiated commensurate with experience and qualifications. Access to excellent salary packaging provisions. Employer Superannuation at the statutory rate.
Mandatory Requirements:	Bellarine Community Health expects all employees to present evidence of the following: • Current Working with Children's Check • Current Police Check (within 12 months from date of application). • NDIS Worker Screening Check for risk assessed roles • A current Victorian Driver's License
Organisational Requirements	
Occupational Health and Safety (OH&S)	• Actively participate in the OH&S Program and promote a culture of safety at all levels • Commit to providing a safe and welcoming health service for everyone • Hold staff accountable for their OH&S responsibilities as documented in position descriptions and monitor their OH&S performance. • Ensure effective consultative structures are in place and regularly consult with employees, volunteers, contractors, and consumers regarding health and safety matters • Regularly assess health and safety performance and available resources by ensuring effective reporting, inspection, auditing and monitoring systems are in place.

	• Provide and maintain facilities and workplaces that are safe and without health risks to employees, volunteers, contractors, consumers and visitors. • Provide and implement safe systems of work. • Support staff to meet their OHS obligations. • Identify strategic and operational risks • Monitor organisational risks and approve expenditure where necessary to control identified risks (in line with the Delegation of Authority). • Comply with treatment plans designed to control identified risks
Health Promotion	Support and contribute to the activities and projects outlined within the BCH Integrated Health Promotion Plan, as required. Implement a health promoting practice approach to service delivery that addresses the social determinants of health
Person/ family Centred Approach to service provision, health promotion action and access to information.	Identify, strengthen capacity and address any barriers that prevent a consumer maximising their independence and choice in decision making about the way the services are delivered. Actively seek opportunities to engage with clients and where appropriate (their families) that will enable them and the community to be autonomous including: • building on strengths and goals to maximise independence and individual capabilities in decision making • provide a voice in the management of their own health and wellbeing • look for ways to improve the health needs of diverse communities
Strategy and Planning	Participate in planning processes, including program, team and individual to ensure alignment to the BCH strategic plan
Continuous Quality Improvement	Adopt and promote a culture of Continuous Quality Improvement (CQI). Contribute to the accreditation process, including identifying, developing, implementing and evaluating quality improvement activities
Consumer engagement	Seek and facilitate consumer and community participation to ensure the healthcare we deliver is safe, high quality and meets the needs and preferences of the people we serve
Risk Management	Comply with BCH Risk Management system and relevant legislation. Actively contribute to creating an organisational culture that promotes risk identification and mitigation.
Equal Opportunity	BCH is an Equal Opportunity Employer and diversity in the workforce is valued and encouraged.
Child safety	BCH is committed to protect children and reduce any opportunities for abuse or harm to occur.

Major Accountabilities

Executive and strategic leadership

- Contribute actively as a member of the Executive Team, providing balanced advice on strategy, service performance, workforce, risk, quality, financial sustainability and organisational culture.
- Translate BCH's strategic priorities into operational plans, service models and performance frameworks that drive measurable outcomes across the portfolio.
- Identify opportunities for service integration, growth, redesign and partnership development that improve outcomes for children, young people, families and the broader Bellarine community.
- Maintain a contemporary understanding of relevant policy, funding, reform and service delivery environments impacting child, youth, family, oral health, disability, mental health and community health services.

Clinical and service governance

- Provide senior leadership to ensure services are safe, evidence-informed, client and family-centred and delivered within relevant professional, legislative, accreditation and funding requirements.
- Ensure robust clinical governance, supervision, quality assurance and risk management systems are in place across the portfolio, including appropriate escalation, monitoring and response to clinical, workforce, financial, reputational and legal risks.
- Strengthen multidisciplinary collaboration and ensure services work together to provide coordinated care, particularly for clients and families with complex needs.
- Translate BCH governance frameworks, policies and risk management requirements into practical operational processes understood by managers and staff.

Financial Stewardship and Funding Governance

- Provide executive leadership for the financial sustainability of the Child, Youth and Families portfolio.
- Maintain a strong understanding of funding agreements, contractual obligations and service requirements across the portfolio.
- Monitor portfolio performance against funding agreements, activity targets, reporting obligations and contractual commitments, implementing corrective action where risks emerge.
- Work with the CEO, CFO and managers to identify opportunities for service growth, revenue diversification, efficiency and sustainability.
- Build financial capability amongst managers, ensuring operational decisions are informed by service performance and funding realities.
- Contribute to budget development, forecasting and business planning processes and ensure managers are accountable for the effective stewardship of resources.

People leadership and culture

- Foster a culture of accountability through timely decision-making, constructive feedback, performance management and consistent follow-through.
- Coach and develop managers to effectively lead people, address workforce issues and deliver service outcomes.
- Lead workforce planning initiatives to ensure appropriate capability, succession and workforce sustainability.
- Build clarity regarding roles, responsibilities, decision-making and service priorities across the portfolio.

Operational performance and process improvement

- Lead disciplined operational management across the portfolio, including access, waitlists, activity targets, productivity, documentation, reporting, workflows and service coordination.
- Use data and evidence to identify service gaps, inefficiencies, risks and opportunities for improvement.
- Drive continuous service improvement through simplification of systems, workflows and operational processes.
- Ensure services meet funded activity requirements and operate within approved budgets, delegations and organisational policies.
- Strengthen management reporting so performance, quality, workforce and financial issues are visible, understood and acted on in a timely way.
- Ensure service models, referral pathways, intake processes and administrative systems are regularly reviewed to minimise duplication, improve consumer experience and maximise operational efficiency.

Innovation, change and partnership

- Lead service redesign and innovation that improves access, care coordination, client experience and sustainability.
- Support teams through change using clear communication, consultation, practical implementation planning and ongoing evaluation.
- Develop and maintain productive partnerships with funders, service providers, community organisations, government agencies and sector partners.
- Identify and contribute to funding, tender, submission and business case opportunities aligned with BCH's strategic priorities.
- Represent BCH in sector, community and government forums, advocating for service improvements, funding opportunities and positive outcomes for clients and families.

Key Performance Indicators

The incumbent of this position is responsible to ensure:

Quality, Safety and Clinical Governance

- Accreditation status maintained.
- No significant unmitigated clinical governance risks.
- Delivery of agreed quality and safety improvement initiatives.

Strategy and Service Development

- Delivery of agreed strategic initiatives.
- Demonstrated implementation of service redesign projects.
- Progress against annually agreed portfolio priorities.

Financial Sustainability

- Portfolio budget delivered within approved parameters.
- Funded activity targets achieved.
- No material contract compliance breaches.
- Delivery of agreed sustainability, growth or efficiency initiatives.

People and Culture

- Employee engagement outcomes maintained or improved against BCH baseline.
- Turnover within agreed parameters.
- Completion of manager supervision and performance review processes.
- Workforce vacancy rates within agreed targets.

Access and Service Performance

- Waiting lists managed within agreed thresholds.
- Activity targets achieved.
- Consumer access indicators improved.

Partnerships and Growth

- Successful funding submissions or growth initiatives.
- Delivery of agreed partnership objectives and strategic collaborations.
- Positive stakeholder feedback.

Key Selection Criteria and Skills/Attributes

Essential

- Relevant tertiary qualification in a health, allied health, nursing, mental health, social work, psychology, oral health, community health, disability, human services or related discipline.
- Demonstrated clinical or professional service credibility, with experience leading or working within multidisciplinary health, community, child, youth, family, disability, mental health, oral health or related services.
- Demonstrated capability to lead services within complex funding environments while balancing clinical quality, workforce sustainability, community need and financial performance.
- Significant senior leadership experience in a health, community health, not-for-profit, public sector or human services environment, including leadership of managers and multidisciplinary teams.
- Demonstrated ability to lead people well, including building trust, setting clear expectations, developing managers, managing performance, supporting wellbeing and creating a positive and accountable workplace culture.
- Demonstrated ability to lead change, innovation and service improvement in complex or constrained operating environments.
- Sound understanding of clinical governance, quality improvement, risk management, accreditation, client safety and legislative compliance in health or human services settings.
- Highly developed communication, negotiation and stakeholder engagement skills, with the ability to build effective relationships with staff, executives, partners, funders and community stakeholders.

	• Current Police Check (within 12 months from date of application). • Current Working with Children's check. • Current Victorian Drivers Licence. • NDIS Worker Screening Check. Immunisation Status: Covid-19 and Influenza vaccination is recommended.
Desirable	• Postgraduate qualification in health management, business, public health, leadership, clinical governance or a related discipline. • Experience in community health, child and family services, youth mental health, NDIS, oral health, health promotion or integrated service models. • Experience developing business cases, tenders, submissions or new service models. • Experience leading service redesign, integration or transformation across multiple programs.
Acceptance Details	
Name of staff member:	
Signature of staff member:	
Date:	
Exec Managers signature:	
Date:	

For more information about Bellarine Community Health visit our website: www.bch.org.au