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Epworth HealthCare

Director of Clinical Services - Richmond

Candidate briefing

November 2026

WE KNOW WHERE

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WE KNOW WHERE

Message from Executive Director of Clinical Services & Chief Nursing Officer



This is one of the most significant nursing and clinical leadership roles in Victorian healthcare. As Epworth's largest hospital, and the clinical, commercial and professional heart of our organisation, Richmond plays a critical role in shaping the experiences of our patients, doctors, staff and broader community.

Epworth HealthCare enters its next chapter from a position of strength. We are growing with purpose, investing in our people and services, and continuing to build on our reputation for delivering outstanding patient care. As Victoria's largest not-for-profit private healthcare group, our success enables us to reinvest in innovation, capability and the services our communities need most.

At the centre of that success is our nursing and midwifery workforce. Nursing has always been one of Epworth's defining strengths and remains fundamental to how we differentiate ourselves in an increasingly competitive healthcare environment. Through initiatives such as the Brookes Academy for Nursing & Midwifery at Epworth, our investment in education, leadership development and professional growth reflects a genuine commitment to supporting nurses and midwives to build meaningful and rewarding careers. We believe great patient outcomes begin with great clinicians who are supported, developed and empowered to thrive.

The Director of Clinical Services – Epworth Richmond will lead a large and complex portfolio, partnering closely with an experienced executive team, respected clinicians and some of the country's leading specialists. The scale and breadth of Richmond, from emergency and perioperative services through to oncology, rehabilitation, paediatrics and acute care, creates a leadership opportunity that is both strategically important and professionally rewarding.

We are seeking a leader who combines strong clinical credibility with commercial acumen, operational discipline and a commitment to developing others. Equally important is the ability to build trusted relationships, foster a positive culture and contribute at an enterprise level as Epworth continues to evolve and grow. This is a role for someone who is energised by complexity, motivated by improvement and committed to creating the conditions for teams to perform at their best.

This is an opportunity to influence one of Australia's leading private hospitals, contribute to the future of nursing and healthcare leadership, and join an organisation that genuinely values its people and its purpose.

I encourage you to consider this exceptional opportunity and look forward to meeting those who share our ambition for excellence in care, every time.

Adjunct Professor Callan Battley

Executive Director of Clinical Services & Chief Nursing Officer



About Epworth HealthCare

Founded in 1920, Epworth HealthCare is Victoria's largest not-for-profit private healthcare group and one of Australia's largest and most complex private healthcare organisations. For more than a century, Epworth has delivered high-quality healthcare services to Victorian communities while maintaining a longstanding commitment to clinical excellence, innovation and patient-centred care.

Today, Epworth operates a network of hospitals, rehabilitation facilities and specialist services across metropolitan and regional Victoria, including Epworth Richmond, Epworth Freemasons, Epworth Eastern, Epworth Geelong, Epworth Hawthorn and Epworth Camberwell. Together, these facilities provide a comprehensive range of healthcare services spanning acute medical and surgical care, emergency medicine, cancer services, neurosciences, rehabilitation, mental health, maternity and paediatric care.

As a not-for-profit organisation, Epworth reinvests all earnings back into patient care, workforce capability, facilities, technology, research and innovation. This reinvestment model has enabled sustained growth while ensuring the organisation continues to respond to the changing healthcare needs of the communities it serves.

Under its Epworth 2030 strategy, the organisation is focused on delivering exceptional patient outcomes, growing in the services and settings communities need most, and creating an environment where great people can do great work. These priorities are underpinned by a commitment to clinical excellence, responsible stewardship and a values-based culture centred on Compassion, Accountability, Respect and Excellence.

About Epworth Richmond

As the flagship campus of Epworth HealthCare, Epworth Richmond is one of Australia's leading private hospitals and the largest private hospital in Victoria. The hospital delivers tertiary-level services across emergency medicine, perioperative services, cancer care, neurosciences, cardiology and cardiac services, orthopaedics, rehabilitation, renal services, paediatrics and complex medical and surgical specialties, supported by extensive outpatient, allied health, diagnostic and Hospital in the Home programs.

The breadth of services, concentration of specialist expertise and operational complexity of the campus make Richmond a highly significant healthcare operation within the Australian private sector. For the Director of Clinical Services, this creates an opportunity to lead within an environment characterised by scale, complexity, clinical excellence and a strong commitment to innovation and continuous improvement.

Epworth 2030

Epworth HealthCare's strategic plan, Epworth 2030, outlines the organisation's long-term direction and response to the evolving healthcare landscape. The strategy recognises changing patient expectations, advances in technology, workforce challenges and the increasing demand for care that is safe, personalised, connected and accessible across hospital, community and home settings. It provides a framework to guide organisational decision-making and future investment.

Purpose: To deliver world-class, personalised care by uniting outstanding staff and doctors, seamless pathways, and the facilities and support they need to do their best work, because every patient matters.



Values

The **CARE Values** underpin the way Epworth delivers care and works together as an organisation.

- **Compassion:** Leading with empathy and putting people first.
- **Accountability:** Taking responsibility for commitments, behaviours and outcomes.
- **Respect:** Valuing different perspectives and treating all people with dignity and inclusion.
- **Excellence:** Maintaining high standards and a commitment to continuous improvement.

Strategic Priorities

Excellence in Care, Every Time: Maintaining safe, consistent and high-quality care through strong clinical leadership, reliable systems and processes, and the facilities, equipment and information required to support excellent patient outcomes.

Growth with Purpose: Growing in the services, specialties and care settings most needed by the communities Epworth serves. As a not-for-profit organisation, earnings are reinvested into patient care, people, facilities, equipment, technology, research and innovation. [epworth.org.au]

A Place Where Great People Do Great Work: Supporting staff and doctors through leadership, professional development and an environment that enables people to contribute, develop and perform at their best.

Epworth 2030 (detailed) | Epworth 2030 Strategy.....|.....Annual Review 2024-25

The Brookes Academy



The Brookes Academy is a world-class professional development and education hub dedicated to supporting Epworth's enrolled nurses, registered nurses and midwives. Established through a combination of philanthropic support, a foundational gift from the Brookes family and significant Federal Government investment, the Academy reflects Epworth's commitment to building clinical capability and strengthening the future nursing and midwifery workforce.

Designed by nurses, for nurses, the Academy provides structured development pathways across four key pillars: Clinical Practice, Leadership, Education, and Research and Innovation. Programs are designed to support nurses and midwives at every stage of their careers, enabling participants to deepen specialty expertise, develop leadership capability, contribute to education and mentorship, and engage in research and innovation that advances clinical practice.

A distinguishing feature of the Academy is its focus on accessibility. Through extensive scholarships, debt-free postgraduate study pathways and digitally enabled learning platforms, the Academy seeks to remove barriers to professional development and create opportunities for nurses and midwives across the Epworth network.

For Epworth, the Academy represents more than an education initiative. It reflects a belief that exceptional patient outcomes are underpinned by exceptional clinicians and demonstrates the organisation's commitment to investing in the long-term capability, leadership and sustainability of its nursing and midwifery workforce.

Note: While the new purpose-designed six-storey Brookes Academy building at 89 Bridge Road, Richmond is currently receiving its final fit-out ahead of opening in 2027, the Academy is already fully operational.

Key priorities for the Director of Clinical Services

Provide visible and effective leadership across a large and complex clinical portfolio

Lead a diverse portfolio of clinical services within Victoria's largest private hospital, ensuring high standards of patient care, workforce engagement, operational performance and clinical governance while fostering a culture of accountability, collaboration and continuous improvement.

Strengthen workforce capability and nursing leadership

Continue to build a high-performing clinical workforce through the attraction, development and retention of talented nurses and midwives, while supporting leadership development and succession planning across the hospital. The Brookes Academy provides an important platform to support this objective.

Deliver excellence in patient experience, safety and quality

Maintain a relentless focus on clinical quality, patient outcomes and patient experience, ensuring Richmond continues to set the benchmark for private healthcare delivery and remains aligned with Epworth's commitment to Excellence in Care, Every Time.

Partner effectively with specialists and clinical leaders

Build trusted relationships with doctors, clinical leaders and multidisciplinary teams to support service growth, innovation and operational excellence in an increasingly competitive healthcare environment.

Contribute to organisational growth and future service development

Support the delivery of Epworth 2030 by contributing to service expansion, operational improvement and future models of care, while ensuring Richmond remains at the forefront of private healthcare in Victoria.

Lead through a period of investment and opportunity

Help maximise the benefits arising from continued investment in workforce capability, education and infrastructure, including the ongoing development of the Brookes Academy and broader growth initiatives across the Richmond campus.

Governance and leadership

Epworth Board of Management

Epworth Group Executive



Candidate profile

Epworth is seeking an accomplished clinical leader with the capability to lead at scale within one of Australia's most significant private healthcare environments. The successful candidate will combine strong clinical credibility with contemporary operational leadership experience, bringing the judgement, resilience and commercial acumen required to navigate a large, complex and highly visible healthcare setting.

While nursing leadership experience is likely to be a feature of many successful candidates, Epworth is ultimately seeking a leader who can build trusted relationships, inspire high performance, drive operational excellence and work effectively within a sophisticated specialist medical environment. The ability to balance patient outcomes, workforce engagement, financial sustainability and service growth will be critical.

The successful candidate will bring:

- Significant senior leadership experience within a large, complex healthcare environment.
- A demonstrated ability to lead large multidisciplinary clinical workforces and foster high-performing teams.
- Strong operational and commercial capability, coupled with an understanding of the drivers of sustainable healthcare performance.
- A track record of delivering improvements in quality, safety, patient experience and workforce outcomes.
- The credibility and interpersonal skills to build productive partnerships with specialists, clinicians and executive stakeholders.
- Experience leading through complexity, change and organisational growth.
- A leadership style characterised by visibility, authenticity, accountability and a genuine commitment to developing others.

Contact

Epworth HealthCare is partnering with SHK on this key appointment and has appointed **SHK Partner**, **Catherine Reidy**, to lead this search.



Catherine Reidy is a **Partner** in SHK's Health & Human Services Practice, advising boards and executive teams on the leadership required to navigate one of Australia's most complex and rapidly evolving sectors. With over 20 years' search and selection experience, her work spans senior executive and general management appointments across healthcare, human services, and academia — environments where leadership decisions shape system performance, organisational resilience, and community outcomes.

Catherine has extensive experience in corporate and clinical appointments across integrated health systems, specialist services, teaching and research institutions, and mission driven organisations. She has an extensive industry network, which includes international search, and possesses a nuanced understanding of how culture, strategy, funding, regulation, and workforce dynamics intersect.

As a specialist adviser in corporate and senior clinical search assignments across public, listed, founder led, and private equity settings, Catherine has deep sector expertise, enabling her to gain a thorough understanding of her clients' needs.

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Appendices

Appendix A

Position description

General Information

Position Title:	Director of Clinical Services, Epworth Richmond
Division/Department:	Epworth Richmond, Management/Executive
Position Reports to:	Executive General Manager, Epworth Richmond
Enterprise/Individual Agreement:	Epworth HealthCare Individual Agreement
Classification/Grade:	N/A
Location:	Richmond
Employment Status:	Full Time
Resource Management (for Management positions only) **Number of Reports:**	> 1500 FTE Nursing and Allied Health Staff
Key Relationships - internal and external	Executive General Manager, Epworth Richmond Executive Team, Epworth Richmond Executive Director Clinical Services & Chief Nursing Officer Directors of Clinical Services at other Epworth hospitals Corporate Clinical Services Team Nursing, Allied Health and other clinical staff, Epworth Richmond Epworth Doctors Patients and families

Overview of Epworth HealthCare

Epworth HealthCare is Victoria's largest not-for-profit private health care group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Epworth

is an innovator in Australia's health system, embracing the latest in evidence-based medicine to pioneer treatments and services for our patients.

Epworth's values define our approach and our delivery. We pride ourselves on communicating our values and delivering on them in a real and meaningful way. Our Values are Compassion, Accountability, Respect and Excellence. More information can be found on the Epworth website.

Epworth's purpose is to delivery world class personalised care by uniting outstanding staff and doctors, seamless pathways, and the facilities support they need to do their best work because every patient matters.

Epworth HealthCare Strategy



Every role supports Epworth's strategy and is essential to achieving its vision and purpose.
Excellence in care, every time – Uncompromising standards delivering safe consistent, high-quality care. No exceptions.
Growth with Purpose – Intentional growth in the services, specialties, and settings our communities need most, at a scale that sustains investment, innovation and quality. Growth that gives back, as a not-for -profit, every dollar we earn is reinvested in care.
A place where great people do great work – where our staff and doctors are backed to set the standard for exceptional healthcare. -





Purpose of the Position

The primary function of the Director of Clinical Services is to undertake the role of clinical site manager, providing strong professional clinical leadership and effective operational management of the health services provided within the hospital. This position is a senior role within the Epworth Richmond Executive Management Team and is required to liaise with executive management and leadership teams across the organisation in relation to issues of site and clinical governance, risk management, nursing and midwifery workforce, education and learning, patient satisfaction, business development and business continuity.

The Director of Clinical Services will be focused on improving excellence in core clinical services provision through outcome reviews and patient engagement and contemporary knowledge of clinical service trends.

The Director of Clinical Services has responsibility for the clinical quality and deployment of health service outcomes desired by the hospital, ensuring consistency with Epworth's vision, values and commitment to excellence in care and service delivery.

Clinical Governance Framework

This role is required to put into practice the Clinical Governance Framework at Epworth as every employee is accountable for ensuring that our patients and community receive safe, high quality and person-centred care in every interaction with Epworth. This is achieved through active participation in the five domains of clinical governance at Epworth:

Clinical Governance Domain	Role
Leadership and culture	Promote and participate in a supportive, fair and transparent culture where lessons from previous outcomes are learned; and patient safety and quality is a priority at all levels of the organisation.
Consumer partnerships	Understand and where relevant, ensure that each patient is actively involved in their own care and treatment including families/carers wherever possible.
Effective workforce	Develop and maintain one's own competency, skills and knowledge to ensure high-quality service provision and care.
Clinical Safety and Effectiveness	Understand, and where relevant, ensure that the right care is provided to the right person at the right time, in the right Place and patient outcomes are monitored and improved.
Risk management	Be responsible for identifying and reporting risks, hazards and near misses for people in our care and participating in risk mitigation strategies.

Key accountabilities

Key responsibilities	Measures/KPIs to be achieved
Leadership • Lead and engage the nursing and clinical workforce to deliver agreed clinical services and outcomes • Provide professional leadership, oversight and direction • Clearly communicate the vision and standards for clinical excellence across the clinical workforce • Build effective relationships with key internal and external stakeholders • Lead risk management, including occupational health and safety and infection control, and implement workplace health, safety and wellbeing strategies, plans and initiatives • Provide oversight and influence across key nurse-sensitive patient care indicators and patient safety • Lead and support operational excellence, including timely patient access and flow across the organisation • Actively contributes to developing and implementing new clinical care and operational models for health services, as agreed by the Executive • Drive continuous improvement in clinical performance, lead change management and promote best practice • Ensure professional practice standards are established and monitored • Implement agreed service and clinical improvement plans, programs and policies to	• Excellence in operational performance; including key financial, operational and quality KPIs (management of labour hours, agree patient access and flow indicators, quality indicators) • Achieve and present on agreed KPIs across all areas of responsibility in the areas of patient care, quality and safety, People and Governance, Health Safey & Wellbeing (HSW), employee engagement and workforce planning and finance/budget • Support the Business Development Manager in achieving hospital growth in line with the Inner Melbourne Growth Strategy • Accreditation and quality control standards achieved • Assembly and execution of tasks to support the Epworth Richmond Operational business plan • High and efficient utilisation of available beds capacity.

deliver best-practice patient care, meet agreed targets and achieve high patient satisfaction.	
Human Resource Management • Support of the orientation program for all new staff at Epworth Richmond • Implement and maintain a competency-based performance management system for nursing staff • Monthly review, and response to key KPIs • Development and execution of staff recruitment/retention, leadership development, and workforce plans • Rostering and Management of an appropriate level of clinical resources.	• High-quality nursing leadership team is recruited to Epworth Richmond • Workforce plan targets met • High levels of satisfaction with orientation program by staff • HR report card KPIs kept within target • Annual nurse and health professional registration and credentialing are met • Reliance on Agency resources is < 2% • Staff Engagement and Safety culture plans kept up to date and actioned.
Professional Practice, Leadership and Development • Provide mentorship and guidance to nurse leaders and nurses • Review nursing and clinical education programs to ensure that they align with the needs of the organisation • Ensure compliance with all regulatory requirements as they relate to nursing practice • Initiate and lead professional practice discussion and encourage practice enquiry • Communicate professional practice standards and monitor compliance • Participate in the wider nursing profession through professional associations such as Australian College of Nursing.	• Clinical staff compliance with mandatory education programs • Nurses seek to develop and advance their practice and careers • The annual review and update of the Poisons Control Plan is submitted to DHHS for certification • There is leadership of and participation in research activities by nurses and allied health professionals • External participation in wider professional activities.
Business Development • Meet with specialists to maintain a positive and collaborative relationship with the clinical team at Epworth Richmond • Develop strategies and programs to recruit designated specialists • Actively support the marketing and recruitment of medical staff • Assist the Executive to identify the medical practitioner profile required to support the strategic plan and operation of the hospital.	• Support provided for Business Development targets at Epworth Richmond • Encourage a strong and cohesive relationship between the medical and nursing staff at Epworth Richmond.
Customer Service • Epworth is committed to the provision of excellent customer service to all our people, customers and stakeholders including patients and external suppliers	• Patient and customer service satisfaction surveys within agreed targets • Use AIDET principles in all interactions • Compliments to complaints ratios • Completes leader rounding at agreed frequency

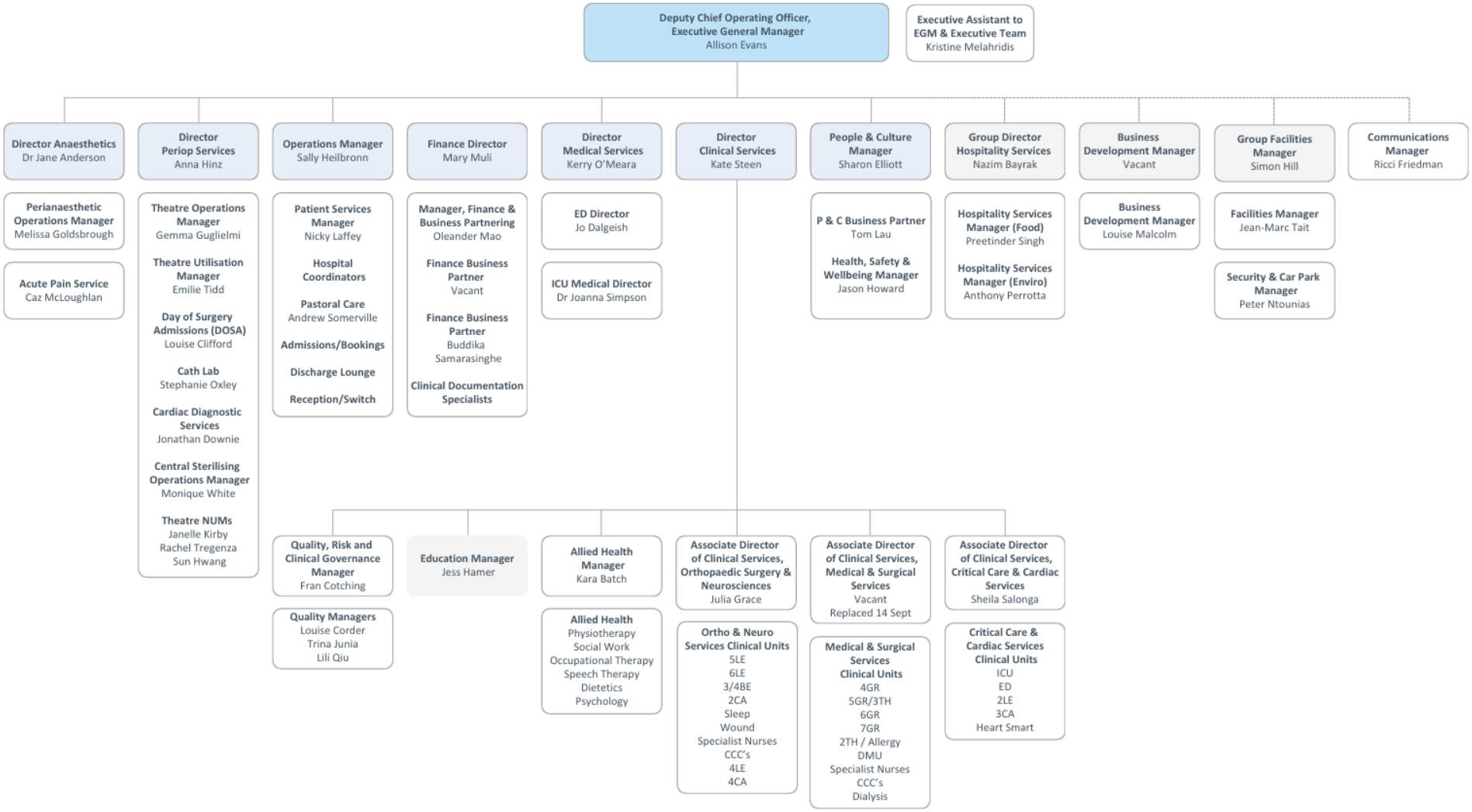
• Superior patient service leads to improved healing in a trusting, caring environment and creates a safe environment for patients and employees. • Role model and actively promote a culture of high-quality patient care • Provide excellent, helpful service to patients, visitors, and staff • Communicate with clear and unambiguous language in all interactions, tailored to the audience • Build customer relationships and greet customers and patients promptly and courteously • Actively seek to understand patient and family expectations and issues, using multiple strategies • Use data (such as compliments, complaints, and Insync) to identify breakdowns in internal processes and systems that directly impact patient care and customer service • Respond quickly and proactively escalate concerns when necessary • Role model and actively promote a culture of high-quality patient care and experience by ensuring that solutions, practices and procedures (such as hourly rounding, leader rounding and bedside handover) are carried out with empathy and compassion.	• Issues are promptly escalated to the manager and resolved.
Safety and Wellbeing • Ensure a safe workplace for all employees and other personnel, including contractors, agency staff, volunteers, and students • Ensure all employees and other personnel under the manager's authority understand work-related hazards, receive adequate training and instruction in safe work procedures, and are appropriately supervised. Actively and constructively contribute to workplace health and safety to reduce hazards and incidents • Incorporate and review Health, Safety and Wellbeing (HSW) performance in staff PDPs • Ensure all direct reports are held accountable for safety performance and actions.	• Comply with infection prevention and control precautions • Implement and comply with Epworth's HSW policies, protocols and safe work procedures • Ensure all hazards, incidents and injuries are recorded in Riskman within 24 hours • Ensure all hazards, incidents and injuries are investigated and corrective actions implemented within agreed timeframes • Complete mandatory training at the agreed frequency.

Position Requirements/Key Selection Criteria

Component	
Qualifications	**Essential** • Registered Nurse, with current registration with the Australian Health Practitioners Registration Authority • Relevant post graduate leadership and management qualifications.
Previous Experience	**Essential** • Demonstrated experience in senior leadership roles • Relevant clinical, quality, risk management and workforce management experience • Business and operational leadership.
Personal Attributes & Values All employees are expected to consistently work in accordance with Epworth's values • Compassion • Accountability • Respect • Excellence.	**Essential** • Demonstrate a passion for excellent patient care and the ability to lead and support all aspects of clinical service delivery in accordance with legislation, industry codes of practice, relevant standards, and organisational policies and procedures • Demonstrate effective management of human and material resources to deliver cost-efficient services that meet organisational requirements while maintaining patient, visitor and staff safety • Foster a cohesive, supportive, and inclusive team culture committed to high standards of service. Demonstrate an initiative-taking, solutions-focused approach and a proven record of improving core clinical services and meeting KPIs, including key labour management targets • Demonstrate commitment to Epworth's strategic goals • Demonstrate excellent communication, influencing, interpersonal and relationship management skills, including effective presentation and public speaking • Uphold the "Code of Professional Conduct for Nurses" • Foster continuous learning and quality improvement • Demonstrate advanced prioritisation, problem-solving, systems and process management skills • Engage and empower nurses, ensuring they feel valued.

Appendix B

Organisation structure



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