



Tresillian®

It's in our nature to nurture

Candidate Information Pack

Tresillian

Chief Executive Officer

September 2026

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Executive Summary

Tresillian

Tresillian is Australia's largest early parenting service, supporting families through evidence-based education, health services, parenting support and research. Established in 1918 in Sydney, and incorporated by an Act of Parliament in 1919 as the Royal Society for the Welfare of Mothers and Babies, the organisation now operates with the trading name of Tresillian Family Care Centres. As a NSW government initiative, it was sparked by high infant mortality rates and a shortage of health services for new mothers. Tresillian has grown into a world-class organisation operating across NSW, the ACT and Tasmania. Through residential, day stay, outreach, virtual and community services, Tresillian delivers care that improves outcomes for children, parents and families. Tresillian works with a range of government and NGO partners and is led by an experienced Board, the CEO Rob Mills, and an established executive team.

The Context

After 13 years successfully leading and growing the organisation, the CEO Rob Mills has made the decision to retire and will conclude his appointment in December 2026. His legacy is broad and he leaves a highly respected organisation with a strong and established executive leadership team.

The Board is now seeking to appoint an exceptional leader to this critical appointment. The role is based in Sydney, reports to the Board through the President, Dr Nick Kowalenko, and carries the responsibilities of Company Secretary.

The CEO is responsible for the overall leadership, management and performance of Tresillian, accountable to the Board for implementing the organisation's strategic direction, achieving organisational objectives, ensuring the delivery of safe, high-quality family and child health services, maintaining financial sustainability, supporting strong governance, and protecting and enhancing Tresillian's reputation.

The Person

We are seeking an experienced health or human services executive with a strong track record leading complex, multi-site organisations. The person will demonstrate the translation of strategic direction into measurable outcomes, within the broad human services sectors and, ideally, within or adjacent to children and family services. The successful candidate will bring the credibility to succeed a long-serving and highly regarded CEO who has significantly grown Tresillian's footprint and reputation over more than a decade.

The person will bring proven experience working effectively with Boards and governance structures, sound financial management and business acumen, and the ability to lead organisational change, workforce development and clinical governance across a values-based, community facing service, including oversight of clinical quality, safety and accreditation standards.

The person will be a credible sector leader with relevant tertiary qualifications in health, management, business or a related discipline; postgraduate qualifications and AICD or equivalent governance credentials will be well regarded. Highly developed stakeholder engagement and advocacy skills are essential, along with the judgement and integrity to act as an ambassador for Tresillian across government, health and philanthropic networks.

Underpinning this experience and capability, the next CEO will demonstrate the highest levels of integrity, strategic thinking, courageous leadership and sound judgement, together with a collaborative and inclusive style consistent with Tresillian's values.



About Tresillian

Who We Are

Tresillian is Australia's largest not-for-profit early parenting service offering families guidance in the early years of their child's life. Tresillian supports new parents around breastfeeding, nutrition and settling baby, as well as mental health issues such as post-natal depression and anxiety. Through gentle guidance and education, Tresillian helps give new parents confidence and reassurance.

Please click [here](#) to watch a short video on how Tresillian supports families.

Locations

Tresillian delivers parenting support services across metropolitan Sydney, regional New South Wales (NSW) the Australian Capital Territory (ACT) and Launceston (TAS). Please click [here](#) to view our locations and services.



Our Vision and Mission

Our Vision is that every child has the best possible start in life. At Tresillian, we're dedicated to delivering outstanding child and family health services to diverse communities across NSW, the ACT and Tasmania.

Our Mission is to offer families guidance in the early years of their child's life; supporting parents with breastfeeding, nutrition & settling the baby, as well as screening & supporting parents with their own mental health. Also, to ensure that every individual receives equitable access to quality care regardless of where they live.

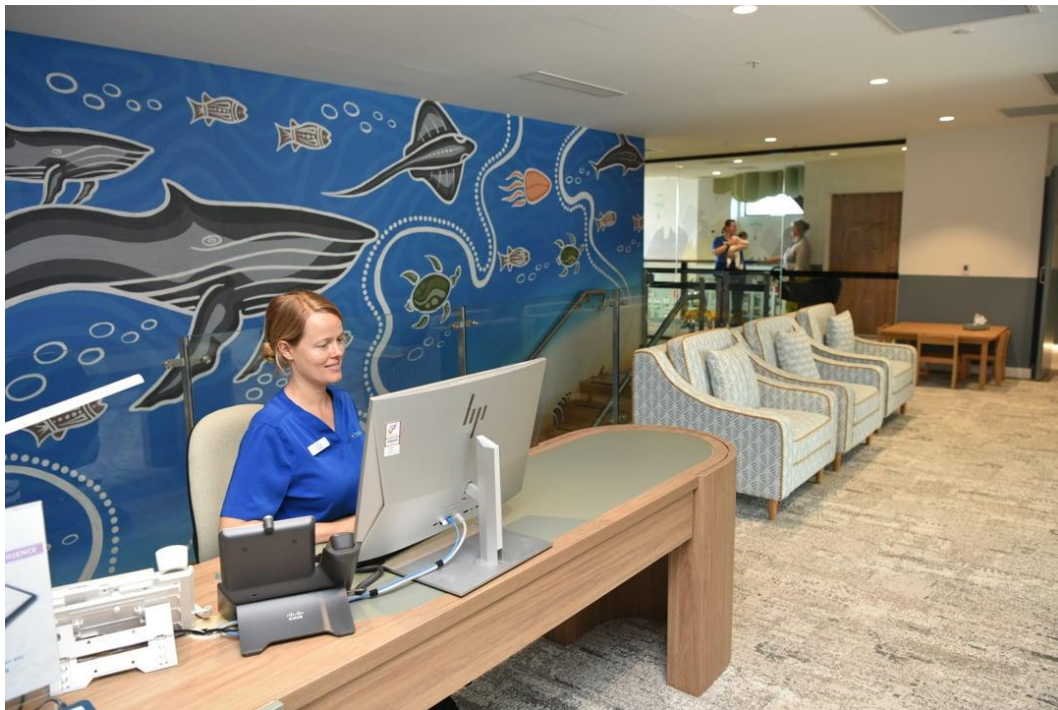
Staff attraction and retention

When our people choose to work with Tresillian they become an integral part of an organisation that fosters a welcoming and inclusive environment for staff and the families in our care. We're committed to recruiting and retaining a diverse workforce that reflects the richness of our community.

Staff attraction benefits

We recognise the importance of supporting our dedicated staff who enjoy a comprehensive range of benefits designed to enhance well-being and foster professional growth.

- Salary Packaging - Generous salary packaging up to \$15,900 per FBT year and Meal & Entertainment on top of this amount utilising an additional \$2,650 (as a Not-for-profit and registered Health Promotion Charity).
- Professional Development - Opportunity to access a large range of clinical and non-clinical education programs, including access to study leave, extended child and family health practice skills for clinicians and a bi-annual Tresillian conference.
- Staff Wellness – Daily wellness and compassion care activities and access to our free and confidential Employee Assistance Program (EAP).
- Gym Membership - Access to a Fitness Passport.
- Transfer of Leave - Applicants who currently work within NSW Health or another Affiliated Health Organisation may be able to transfer their service and leave entitlements to Tresillian.
- Flu Vaccination Clinics - Free flu vaccination clinics are offered every year throughout our Centres.



Strategic Plan | 2025 - 2027



INTENT

STRATEGIES

MEASURES

Our Services



We provide evidenced based and accessible family-centred care

Consolidate, enhance and improve access to early parenting clinical services

- ✓ Promote and facilitate place-based integrated services to address the needs of target populations with young children 0-5 years.
 - ✓ Focus service design, clinical services (including mental health) based on evidence, innovation and research; on identified gaps such as:
 1. Father inclusiveness
 2. Aboriginal and Torres Strait Islander families
 3. Diverse populations
 4. Regional and remote families experiencing challenges accessing services
 - ✓ Understand the client journey to target digital innovation.
 - ✓ Drive improvements in data management & systems and digitally transform the surveillance, mitigation and monitoring of risk and quality improvement in clinical and corporate service delivery that can include routine outcome measurement for our clients.
 - ✓ Leverage the engagement and service delivery opportunities in the Tresillian website.
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- ✓ At least 75% of families rate overall care at Tresillian as very good.
 - ✓ Clinical services are implemented or redesigned to meet the identified gaps.
 - ✓ Launceston Health Hub residential beds, day services & satellite services in Burnie is fully operational, and on budget, by the planned date.

Our People



We care for & support the development of our Staff

Develop a Workforce for the Future

- ✓ Research innovative health sector workforce strategies and tailor training to grow a future workforce.
 - ✓ Maintain and improve the safety & health of our workforce and our workplaces.
 - ✓ Improve the learning management system for the whole of Tresillian & train a workforce for future needs.
 - ✓ Establish a leadership framework to develop and support our managers.
 - ✓ Completion of biannual WHS and Security audits with no MoH reportable outcomes.
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- ✓ Greater than 2.65% of the workforce identify as Aboriginal or Torres Strait Islander by 2026.
 - ✓ BPA analytics employee survey results demonstrate employee engagement improved by 5% by the next survey.
 - ✓ Staff across NSW, ACT & TAS have access to a universal Tresillian LMS.

Our Sustainability



We manage our financial, physical & environmental resources responsibly

Grow Strong Partnerships

- ✓ Focus on Aboriginal and Torres Strait Islander cultural safety in the delivery of corporate, clinical and mental health services.
 - ✓ Map existing and future partnerships.
 - ✓ Strategically pursue advocacy and stakeholder engagement.
 - ✓ Engage with consumers & volunteers to effectively consolidate and enhance service delivery.
 - ✓ Initiate a focus on Environmental, Social & Governance (ESG) issues, with an emphasis on climate governance.
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- ✓ Develop new partnerships to target identified gaps in service provision and locations of need.
 - ✓ Establish a Tresillian sustainability and/or waste management Committee by 2026.

Our Future



We improve & prepare for the future through research, education & innovation

Create Long Term Financial Security

- ✓ Develop long term plan for developing and maximising use of capital assets (Preventative maintenance plans, capital replacement plans with associated Budgets).
 - ✓ Grow a Major Donor and Bequest program.
 - ✓ Investigate a Future Fund to support new initiatives and deliver Tresillian's vision (to include protections and possible investment of Employee benefits, Funds for Major Refurbishment or Acquisitions).
 - ✓ Grow early childhood/infant services and investigate private Tresillian services.
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- ✓ A balanced financial operating position is achieved each financial year.
 - ✓ A major donor program, inline with a future investment strategy, is implemented by 2026.
 - ✓ Increase the number of research projects undertaken and/or papers published by 10%.

Tresillian Board

The Tresillian Board comprises six Board Members. We are currently recruiting two new Board Directors.

Please click [here](#) for more information.

Dr Nick Kowalenko
President



Natalie Boyd
Board Director



Mick O'Driscoll
Board Director



Adj A/Prof Troy Trgetaric
Board Director



Paul Robson
Board Director



Christina Hall
Board Director



Tresillian Position Description

Chief Executive Officer (CEO)

Position Details

Item	Description
Position Title	Chief Executive Officer
Organisation	Tresillian (The Royal Society for the Welfare of Mothers and Babies)
Employment Status	Full Time
Location	Sydney, New South Wales
Reports To	Tresillian Board through the Board President/Chair
Direct Reports	Executive Leadership Team and such positions as determined by the Board
Date Approved	14 September 2026
Review Date	Annually

Position Purpose

The Chief Executive Officer (CEO) is responsible for the overall leadership, management and performance of Tresillian. The CEO is accountable to the Board for implementing the organisation's strategic direction, achieving organisational objectives, ensuring the delivery of safe, high-quality family and child health services, maintaining financial sustainability, supporting strong governance, and protecting and enhancing Tresillian's reputation.

The CEO is the organisation Company Secretary and acts as the principal representative of Tresillian, providing leadership that promotes the organisation's mission, values, culture and long-term sustainability. The CEO is responsible for exercising all delegated authority in accordance with Board-approved policies and applicable legislative and regulatory requirements.

Leadership Context

Tresillian is Australia's largest early parenting service and a recognised leader in child and family health. Operating across NSW, the ACT and Tasmania, Tresillian supports families through a broad range of evidence-based services, including residential, day stay, outreach, virtual and community-based care, education and research.

With an annual operating budget of approximately \$45 million, more than 20 service locations and a workforce of more than 370 employees, Tresillian is a substantial and increasingly complex health services organisation. The CEO leads the organisation through

an Executive Leadership Team of the Chief Operating Officer and Executive Director Clinical Services and is responsible for the performance, sustainability and effective delivery of services across multiple jurisdictions, locations and models of care.

Tresillian operates at the intersection of health, early intervention, family support, research and public policy. It works closely with governments, health services, community organisations, researchers, philanthropic partners and consumers to improve outcomes for babies, children, parents and families.

The CEO is responsible for leading Tresillian through its next phase of development, balancing clinical quality and safety, equitable access, workforce capability, financial sustainability, innovation and organisational transformation. The role requires strong leadership internally and externally, the capacity to influence policy and funding, and the ability to build strategic partnerships while protecting Tresillian's reputation, values and quality of care.

Key Accountabilities

1. Strategic Leadership

The CEO will:

- Develop and implement strategic plans approved by the Board.
 - Lead organisational transformation and innovation initiatives.
 - Ensure organisational objectives are achieved and performance targets met.
 - Identify emerging opportunities, risks and trends affecting Tresillian.
 - Position Tresillian as a leader in child and family health services.
 - Address inequity and improve access for underserved families
 - Foster continuous improvement and evidence-based decision making.
 - Provide strategic advice and recommendations to the Board.
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2. Governance and Board Support

The CEO will:

- Support the Board in fulfilling its governance responsibilities.
- Provide accurate, timely and comprehensive information to the Board.
- Implement Board decisions and strategic priorities.
- Maintain effective communication between management and the Board.
- Ensure compliance with the Constitution, Board policies, delegations and governance frameworks.
- Promote sound corporate governance practices throughout the organisation.
- As the Company Secretary, ensure effective management of Board reporting, planning and performance monitoring processes.

The CEO reports directly to the Board through the Board President and must comply with lawful and reasonable directions of the Board.

3. Clinical Governance, Quality and Safety

The CEO will:

- Establish and maintain effective clinical governance systems.
 - Promote excellence in client care, quality and safety.
 - Ensure compliance with applicable health service, ACHS Accreditation and clinical standards.
 - Monitor organisational quality indicators and risk metrics.
 - Support a culture of clinical excellence, consumer engagement and continuous improvement.
 - Ensure effective management of incidents, complaints and quality improvement programs.
 - Oversee implementation of clinical governance frameworks and policies.
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4. Financial Management and Sustainability

The CEO will:

- Ensure the financial sustainability of Tresillian.
 - Develop annual budgets and long-term financial plans for Board approval.
 - Monitor financial performance against approved budgets and strategic objectives.
 - Maintain effective financial controls and accountability systems.
 - Ensure appropriate stewardship of organisational assets and resources.
 - Identify opportunities for revenue growth and diversification.
 - Support effective fundraising, philanthropy and grant management activities.
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5. Workforce Leadership and Culture

The CEO will:

- Lead, develop and inspire a high-performing workforce.
- Foster a culture consistent with Tresillian's values and strategic goals.
- Promote staff well-being, safety, inclusion and engagement.
- Ensure organisational capability and succession planning.
- Support leadership development and talent management initiatives.
- Ensure compliance with employment legislation and workplace policies.
- Manage executive performance and organisational accountability.

6. Risk Management, Compliance and Legal Obligations

The CEO will:

- Ensure appropriate enterprise risk management frameworks are maintained.
- Protect and promote the welfare, reputation and interests of Tresillian.
- Ensure compliance with all applicable laws, regulations and professional obligations.
- Ensure effective management of organisational, clinical, financial and reputational risks.
- Maintain crisis management and business continuity capabilities.
- Ensure all regulatory and statutory reporting obligations are met.

The CEO employment agreement specifically requires the CEO to promote and protect the interests of the organisation and comply with all laws applicable to the position and statutory duties as an officer of the organisation.

7. Stakeholder, Government and Community Relations

The CEO will:

- Build and maintain productive relationships with government, health services and key stakeholders.
 - Act as the principal spokesperson for Tresillian where authorised by the Board.
 - Advocate for families, children and the broader mission of Tresillian.
 - Develop strategic partnerships that contribute to organisational objectives.
 - Strengthen relationships with donors, foundations, members and community stakeholders.
 - Enhance Tresillian's profile, reputation and influence.
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8. Service Delivery and Operations

The CEO will:

- Ensure efficient and effective delivery of services across all locations.
- Lead organisational planning and operational performance management.
- Ensure resources are allocated appropriately to meet service needs.
- Promote innovation and service improvement.
- Monitor performance against agreed organisational objectives and KPIs.
- Ensure effective use of technology and organisational systems.
- Translate applicable Tresillian evaluation & research findings into routine care

Authority

The CEO is authorised to:

- Exercise delegated authority as approved by the Board.
 - Manage the day-to-day operations of Tresillian.
 - Lead and direct the Executive Leadership Team.
 - Commit organisational resources within approved delegations.
 - Represent Tresillian externally in accordance with Board-approved arrangements.
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Key Performance Indicators

Performance will be assessed annually against Board-approved KPIs, including:

Strategic Performance

- Achievement of strategic plan objectives.
- Delivery of major organisational priorities.
- Growth and development of services.

Financial Performance

- Achievement of budget targets.
- Financial sustainability measures.
- Revenue growth and diversification outcomes.
- Ensure effective stewardship of organisational assets & resources

Clinical and Service Performance

- Safety and quality indicators.
- Accreditation outcomes.
- Consumer satisfaction measures.
- Service activity and access targets.

Workforce Performance

- Employee engagement outcomes.
- Workforce retention and capability measures.
- Leadership effectiveness indicators.

Governance and Compliance

- Compliance with legislative obligations.
- Risk management outcomes.

- Board satisfaction with CEO performance and reporting.

Stakeholder Engagement

- Government and partner relationships.
- Community and sector reputation.
- Advocacy and sector leadership outcomes.

The CEO employment agreement provides for annual performance assessment against Key Performance Indicators established by the Board.

Selection Criteria

Essential

- Relevant tertiary qualifications in health, management, business, public administration and/or a related discipline.
- Significant executive leadership experience in health, community services, not-for-profit or related sectors.
- Demonstrated experience working effectively with Boards and governance structures.
- Proven ability to lead complex organisations and deliver strategic outcomes.
- Strong financial management and business acumen.
- Experience leading organisational change and workforce development.
- Highly developed stakeholder engagement, advocacy and partnership skills.
- Demonstrated understanding of governance, risk management and compliance requirements.
- Demonstrated commitment to health equity, culturally safe care and inclusive service delivery, including an understanding of the needs of Aboriginal and Torres Strait Islander families.
- Exceptional communication, negotiation and leadership capabilities.
- Capacity to act as a credible ambassador for Tresillian.

Desirable

- Postgraduate qualifications in health administration, business administration, governance or executive leadership.
- Experience within child and family health services.
- Experience working within government-funded health environments.
- Graduate membership of the Australian Institute of Company Directors or equivalent governance qualification.

Behavioural Expectations

The CEO will consistently demonstrate:

- Integrity and accountability.
- Strategic thinking.
- Courageous leadership.
- Sound judgement.
- Collaboration and partnership.
- Respect and inclusiveness.
- Innovation and continuous improvement.
- Commitment to excellence and service quality.

Additional Information and Useful Links

For additional information about the organisation, please see links below:

- <https://www.tresillian.org.au/>
- <https://www.tresillian.org.au/about-us/who-we-are/>
- <https://www.tresillian.org.au/about-us/what-our-parents-say/>
- <https://www.tresillian.org.au/about-us/history/>
- <https://www.tresillian.org.au/about-us/reports/>
- <https://www.tresillian.org.au/news-media/>
- <https://www.tresillian.org.au/about-us/organisational-structure/>



The Application and Selection Process



Rob Macmillan – Partner Health and Human Services, Derwent is leading the delivery team for this search process, contributing to candidate sourcing, interviewing and overall assignment facilitation with Tresillian.

Rob is based in Sydney and is a Partner in the Derwent Health and Human Services practice and works with public, not for profit and private hospital, health, aged care, disability, and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent. Rob graduated from Warwick University in the UK with a BA (Hons) Politics and International Relations.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. The Derwent team is available to manage inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments - including interviews, will be offered a feedback session to discuss their experience and the assessment results.

Salary Package and Location

A competitive salary package will be offered for the successful candidate. The role will be based at the new Tresillian Centre in Wollstonecraft, Sydney.

How to apply

Please submit your CV and a brief cover letter addressing the following 3 areas:

- Your interest in the role?
- What you bring to the role and to Tresillian?
- Your vision for the role?

For further information

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health and Human Services, Derwent Search on 0421 593535 or healthservices@derwentsearch.com.au

Timeline

- Interviews with Derwent will take place in October.
- Interviews with Tresillian will take place in November.
- Offer and acceptance anticipated end November.

Reference checks, pre-employment verification and background checks

For candidates in final consideration, at least two referees will be contacted with permission before a formal written offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role. Any offer will be subject to some or all of the following checks: Academic Qualification Check; Professional Membership Check; Criminal History and Working with Children Checks.

Thank you for your interest in Tresillian.