



# Candidate information pack

Chief Executive Officer

Goodwin Aged Care

**Reference No: 809**

**Close date: 11:30pm Sunday 26 June 2022**

Unit 120A, Mode 3 Building  
24 Lonsdale Street, Braddon ACT 2612  
PO Box 5125, Braddon ACT 2612  
T 02 6232 2200 • F 02 6232 2222  
E [admin@execintell.com.au](mailto:admin@execintell.com.au)

## Chief Executive Officer

### Position description

#### Position Overview

<b>Reports to:</b>	The Board	<b>Staff:</b>	560+
<b>Location:</b>	Canberra, ACT Delivery across 5 sites, 4 in Canberra, one in Bateman's Bay One new development seeking approval in Canberra.		

#### Key Challenges

Aged care is a sector under review. The Royal Commission into Aged Care and subsequent reviews of staffing, of the funding formula and proposed legislation have placed the sector in the spotlight. Whilst no legislation has been passed to date, a number of challenges with a new Federal Parliament and Royal Commission findings will be key.

Goodwin is in the business of delivering Aged Care services, housing and care to a group of vulnerable Australians. As such, we believe our CEO will have the ability to understand the business we are in, have business acumen to deliver a positive result for that business and to also have excellent communication skills to enable new clients and residents to want to access our services. Our brand is strong – not just in Canberra, but across the south coast of New South Wales, and in communities outside the greater Canberra region. We are known for our quality care and housing options, and as a registered Charity, have a policy of supporting older Australians with their healthcare needs.

Goodwin Aged Care has consistently delivered above and beyond the minimum care standards. We have had a Clinical Governance focus (through a Sub-Committee of the Board) for close to 10 years and long before the findings of the Royal Commission, 24 hour, 7 days a week nursing care at each of our Residential Aged Care sites.

As an organisation that delivers services across a number of States and Territories, the ability to manage a distributed organisation with a large footprint will be key to delivering a successful service to clients, to manage the culture and to grow the organisation.

Goodwin has an annual turnover of around \$91M with a cost base of \$67M and has in excess of \$650M of assets under management (in a diversified portfolio including property and other financial investments) with \$470M in liabilities.

Goodwin has a plan for growth, and has a pipeline of new Independent Living communities and acquisitions currently under review. A key challenge will be to continue on our trajectory of success whilst ensuring we continue to meet both our clients and their families' expectations, as well as the communities' expectations.

Key challenges for the CEO will include:

- The need to understand the Aged Care sector and the current policy imperatives of Government in continuing to fund appropriate quality care for older Australians
- Business transformation in line with the outcomes of the Royal Commission which include issues such as the transition to a new funding formula for Residential Aged Care, new Standards for the delivery of this care and managing the increasing costs of implementing the agreed ratios of staffing in key areas of care and nursing
- Sourcing and retaining an appropriately skilled and motivated multidisciplinary workforce
- Stakeholder management, both of our residents and families, and partners who assist us to deliver care and our construction works
- An ability to ensure Goodwin's fiscal position is positive throughout this change and increases in expectations of care delivery by the community and government
- The delivery of current and future housing developments and communities that support older Australians
- The successful delivery on the Board's agenda for growth, including seeking to deliver new services and housing models for older Australians in areas of need
- Maintaining Goodwin's quality care models, exploring new and innovative care to assist Goodwin's clients to live long and happy lives
- Ensuring Goodwin continues the positive relationship and outcomes on care models through structured Accreditation requirements

- Continued positive relationships with our clients and residents and families, throughout the process of changes as a result in shifts in Government policy.

### Knowledge, Skills and Abilities

Goodwin's business success has been based on our ability to clearly communicate to our clients, residents and their families, staff, and Accreditation assessors. Our business is complex and operates across many sites.

In employing our CEO, the Board of Directors is looking for a mix of skills, key of which is to lead our organisation in the next phase of our strategy, and delivery to older Australians.

Key skills, knowledge and attributes we will be seeking include a breadth of skills and experience:

- Strong leadership qualities, including the ability to lead an operational business and to understand and manage the drivers of that business
- Excellent communication skills including the ability to communicate to varying audiences
- A philosophy and understanding of caring, healthcare innovation, delivery and models of aged care and housing for delivery to older Australians
- Ability to manage large workforces of a multidisciplinary nature
- Excellent negotiation skills, including an understanding of the workings of local government
- Empathy with and a commitment to improving the care for older Australians
- Business acumen including an understanding of finance and responsibility for a P&L
- Knowledge of building and development of housing solutions for older Australians
- Demonstrated knowledge of the delivery of aged care services.

### Duties

Goodwin Aged Care has three arms of business, all of which are operationally focused. These include our Residential Aged care program, our independent living program and our Home care and community care programs.

The duties for the CEO will include, but are not limited to:

1. Provide leadership to the Executive and all Goodwin staff across all facets of Goodwin's key strategic priorities
2. Ensuring the appropriate mechanisms resources and structures are in place to deliver the operations of an Aged Care provider which include the provision of quality care, housing and community care programs to the Board's agreed standard to Goodwin's current and future clients
3. Communicate to a wide range of Goodwin's stakeholders which include clients and their families, Ministers and Members of Parliament and the ACT Legislative Assembly, staff, consultants and contractors and other business suppliers. Be the spokesperson and represent the organisation to other stakeholders, government and the media
4. Lead the transformational change to a new Aged Care accreditation framework, funding formula for residential care and other outcomes as delivered by government agencies
5. Ensure the delivery of high quality Estate projects, management and supply of housing product for older Australians, developed or acquired by Goodwin
6. Ensure the company continues its fiscally positive success, ensuring the policies of the organisation are followed and delivered on
7. Ensure compliance with accreditation frameworks across all business strategies of the organisation
8. Ensure compliance with relevant legislation and regulation
9. A constructive and working relationship with the Board, specifically Chair of Goodwin.

### Qualifications

Relevant tertiary qualifications in business, estate management, healthcare delivery or aged care are desirable. In addition, membership of relevant professional associations or institutes will be well regarded.

### Security

This position requires the successful candidate to be a permanent resident of Australia. To be appointed to this role, you must successfully complete a **national history criminal police check** as specified by the *Aged Care Act 1997*, updated in 2019.

## Tenure

The successful candidate will be offered a three year contract, with an option to renew for a further two years, inclusive of a six month probation period. At that time, the Board will review with the CEO next steps for employment.

## Remuneration

A Total Remuneration Package (TRP) reflecting the importance of the position will be negotiated with the successful candidate. The TRP comprises of:

- Base salary
- Superannuation
- Motor vehicle allowance
- Official parking

Other entitlements (in addition to TRP) may include:

- Airline lounge membership
- Home office support
- Provisions for leave and relevant allowances (e.g. travel) etc.
- Relocation assistance (if relevant)

## Eligibility

Prospective appointees will be required to satisfy health, character and security checks, many of which will be under legislation.

Please note that, with any vacancy, it is important that you check your own circumstances and ability to meet the eligibility requirements.

# The Organisation

## About Goodwin:

Goodwin Aged Care Services (Goodwin) is Canberra's largest and most-trusted provider of aged care services and senior's accommodation. Caring for Canberra and the surrounding regions since 1954, Goodwin is not-for-profit and independent organisation. We provide vibrant retirement villages, reliable and innovative in-home community care, and superior residential aged care facilities, as well as services to enhance quality of life, including wellness centres and day clubs to keep people active both physically and socially. Goodwin is the largest aged care service and accommodation provider in the Australian Capital Territory (ACT) and has expanded its services into the regional areas of the Southern Highlands and South Coast of New South Wales (NSW). The organisation is a not-for-profit company limited by guarantee governed by the Corporations Act and the Australian Charities and Not for Profits Commission Act.

We deliver care and build healthcare and independent living options for older Australians, mostly from greenfield sites. The Board of Goodwin Aged Care has a clear strategic direction to grow the organisation. The Board also places significant focus on our care delivery and support a multi-disciplinary clinical led model with 24/7 nursing at each site, and have had such a model for many years. Finally, as a registered Charity, Goodwin has a philosophy that actively supports the continuation of our commitment to the greater Canberra community.

A senior executive team support the CEO to deliver to both the Board's and community expectations.

## Our Vision and Values

### Vision

We believe that every person should have quality of life and the opportunity to stay productive in their community.

### Mission

To nurture a professional team which will foster pride, integrity and growth, and satisfaction for our residents and clients.

To provide quality services, including care, accommodation, support and assistance which will enable people to live with dignity and independence.

To be adaptable and prepared for creative change in the achievement of our purpose.

## Values

**Excellence** – We aim to do the job right, the first time, to the highest quality standards and incorporating best practice procedures.

**Care** – We strive for excellence in care, services and accommodation focused on the individual's right to be treated with dignity and respect.

**Innovation** – We encourage new initiatives and support innovation to develop our services for improved outcomes and to maintain best practice.

**Social Responsibility** – We are committed to operating in a way that considers, manages and balances the financial, social and environmental impacts of all our business activities.

**Encouragement** – We are committed to supporting our people through fostering a positive workplace, high level teamwork, use of initiative, mutual understanding and trust.

Below are the details of our licenses, Independent Living Unit residents and community clients:

## ACT

In the ACT, Goodwin currently hold the following assets/packages:

Location	RACF licenses	Independent Living Units	Assisted Living Units	Home Care Packages and CHSP
Ainslie	108	153	0	275 HCP 760 CHSP clients
Crace	0	133	0	
Farrer	81	169	0	
Monash	120	223	0	
<b>TOTAL</b>	<b>309</b>	<b>678</b>	<b>0</b>	<b>1035</b>

## NSW

In NSW, Goodwin currently hold the following assets/packages:

Location	RACF beds	Independent Living Units	Assisted Living Units	Home Care Packages
Canberra Region (non-ACT)	0	0	0	32
Batemans Bay	0	45	45	32
<b>TOTAL</b>	<b>0</b>	<b>45</b>	<b>45</b>	<b>64</b>

## Development Pipeline

Location	RACF beds	Independent Living Units	Assisted Living Units
Downer	0	109	20
Monash land	0	120	0
Bed licences awarded through ACAR round not brought on line	60 Dementia specific monash 60 Farrer 60 licenses south coast 80 licenses Wagga		
<b>TOTAL</b>	<b>0</b>	<b>229</b>	<b>20</b>

## More information

More information about the Organisation is available at: <https://goodwin.org.au/>

## Preparing your application

Your application should include a CV and a statement of claims (a short 'pitch' of approximately 1000 words or 2 pages) drawing out why you are interested in the role, what you offer the agency, your skill set, relevant career history and achievements, and your leadership attributes.

In addition to submitting your CV and a statement of claims (or 'pitch') you will be required to fill in some additional fields in our online application form. These include areas such as Key areas of expertise, Major Achievements, Staff Management and Budget Management.

## Selection criteria

To apply, the Goodwin Board has asked applicants to address key selection criteria, to demonstrate clear communication skills and to be committed to improving the health and well-being of our older Australians. Applicants may also wish to identify how they meet a number of the knowledge, skills and abilities in the section above in this Candidate Information Pack.

Applicants are asked to address how they meet the following selection criteria:

1. Experience in the Australian healthcare, housing or social sector;
2. An understanding of the complexity of providing aged care services in both the community and residential aged care facility settings;
3. An understanding of, or the ability to demonstrate an appreciation of the issues of managing large scale, housing and aged care complex construction developments;
4. Ability to drive an organisation's vision and values to achieve an agreed strategic agenda;
5. An understanding of the workings of government and how best to optimize relationships at all levels of government;
6. Well-developed strategic, analytical, people, business and financial skills to build and grow a successful organisation;
7. Exceptional written and verbal communication skills; a seasoned communicator with high-level presentation and negotiation skills;
8. High standard of personal ethics, values and integrity;
9. Tertiary qualifications are desirable, but more importantly is a successful record of achievement in your field of endeavour. Post-graduate qualifications would be well regarded but not essential;
10. A demonstrated understanding of and empathy with ageing and aged care issues.

## About Executive Intelligence Group

**Executive Intelligence Group** is a Canberra based executive search and recruitment management firm. We specialise in finding, selecting, developing, coaching and mentoring senior executives across a range of different contexts and sectors.

We are held in high regard by senior decision makers and would be recognised as having exceptional coverage in terms of the number and nature of agencies for which we have completed assignments.

We have extensive experience in generalist, 'difficult to fill' and specialist executive roles, bulk rounds, statutory appointments and private sector positions and an outstanding reputation in dealing with Secretaries, senior executives CEOs and Boards.

If, after reading the selection documentation, you require further information please contact **Tricia Searson** or **Karina Duffey** on (02) 6232 2200.

**Applications must be submitted through the Executive Intelligence Group website.**

## How to apply

**Executive Intelligence Group** has the capability to receive applications online via our website.

A major benefit of lodging an application through our system is that your details will now be saved in your personal, confidential account. This means that, should you apply for any future roles through us, you will not have to re-enter this information and this will hopefully make the application process easier for you. If at any time your personal details change you are able to update this via your account. It is important to us that you find our website easy to use. If you have any feedback on how we can make the website more user friendly to assist you in completing an application or downloading candidate information, please let us know.

At **Executive Intelligence Group**, we respect the confidentiality of the personal information you provide to us and understand that your privacy is critical.

To review our Privacy Policy please click here: <https://executiveintelligencegroup.com.au/privacy-policy/>.

### Important things to note:

- When you apply for the first time, please create an account and make a note of your username and password;
- For subsequent applications, you will need to log in to your account and submit your application along with your CV and statement of claims/pitch. I.e. you will need to submit an application for **EVERY** vacancy you are interested in - submitting one application does **NOT** mean you will automatically be considered for other vacancies with Executive Intelligence Group.
- Please have your CV and statement of claims/pitch ready to upload in a single document. Make sure you take account of the requirements of the position and the selection criteria (if required) against which you will be assessed. In your CV, it is useful for you to provide a quick snapshot of the key responsibilities you have had in each role over the last 5 years;
- You will have an opportunity to review, edit and print your application before you submit. However, once it is submitted you will not be able to make any changes;
- In the event that you do not receive an automated email confirming your application has been submitted it is very important that you contact us as there may be an issue with your application lodgement;
- If you do not hear from us about the progress of your application within 3 weeks from the close date, please contact us for an update; and
- If at any time, you wish to withdraw from this process you will need to send an email to [admin@execintell.com.au](mailto:admin@execintell.com.au) to let us know. You are unable to withdraw your application directly from the website.

**We can be contacted on 02 6232 2200 or [admin@execintell.com.au](mailto:admin@execintell.com.au).**

### How to apply online:

10. Go to the Executive Intelligence Group website and navigate to the Vacancies page (<http://www.executiveintelligencegroup.com.au/vacancies/>);

11. Find the vacancy you are interested in applying for and click 'More Info'. This will enable you to download the candidate information pack. This will assist you on how approach your application;
12. When you are ready to apply, find the vacancy you are interested in applying for and click 'Apply';
13. Read the information about applying and press 'Start';
14. This is where you will create your account if you are applying for the first time. If you have used our system previously you can log in with your user name and password;
15. From here you will be guided through an online application form;
16. At the end of the form you will be prompted to upload your CV and selection criteria/pitch. You **MUST** have your name referenced within the document/s you upload. Please note you should have this already saved in a single document it is preferable to keep the file name of the document short and without symbols for example: **Surname First Name Ref No Job**. Where possible please upload your documents in PDF format, we are also able to accept documents in Word format.
17. If you wish to change any of the sections before you submit you can click on the 'Summary' table on the right-hand side which will take you to the specific page;
18. Submit your application; and
19. You will receive an automatic email with a copy of your application.