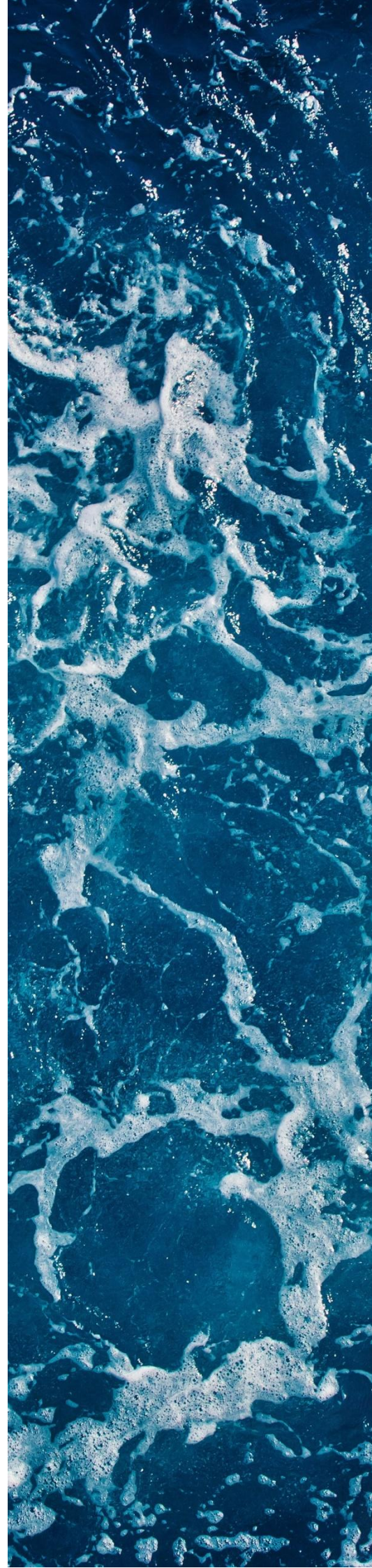


# **WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF**

**General Manager, Residential Care  
HammondCare**  
February 2025



Presented by Watermark Search International.  
Trusted for over 40 years, focused on the future.



Job Title	General Manager, Residential Care
Location	Flexible
Reports To	Chief Executive Officer
Direct Reports	10 (and a team of 2000+)

## About the Organisation

At the heart of HammondCare is our passion to improve quality of life for people in need. We are motivated by Christian values which compel us to care for all older people, regardless of their circumstances. Our mission is the driving force behind everything we do, bringing purpose to our work and joy to our hearts. It's why 93 per cent of our team not only believes in our mission but also loves the work they do every day.

Our ambition is to lead in complex care nationally, specialising in dementia and palliative care. We provide direct care in all aged care contexts including residential care, home care and sub-acute hospitals. HammondCare is recognised globally for our expertise in the care of those living with dementia. We support Australians living with dementia and their changing behaviours through specialist programs on behalf of the Federal Government.

Our residential care homes feature the small household model—a research-backed approach we pioneered over 30 years ago. This innovative model is now recognised and recommended by the Australian Government in their National Aged Care Design Principles and Guidelines.

For more information, please refer to [hammond.com.au](http://hammond.com.au)

## HammondCare's Mission

### Our Mission

Our passion is improving quality of life for people in need.

### Our Motivation

The work of HammondCare is motivated by the Christian principles and values expressed in the words and actions of Jesus Christ. HammondCare believes in the value of all people as made in the image of God and as loved by God. We are called to show the same love, with compassion and respect, for people in need

### Our Mission in Action

We serve people with complex health or aged care needs, regardless of their circumstances.

### How We Serve Others

#### *Listening and relating*

- We listen to people and seek to understand their needs.

#### *Enabling choice*

- With creativity and wisdom, we enable people to choose and to engage in life through activities they enjoy, find satisfying and from which they derive dignity and self-respect.

#### *Tailoring care*

- We believe that providing excellent and responsive clinical care flows from knowing and understanding the person.

#### *Belonging*

- We believe that feeling safe is crucial for people's well-being. We recognise the value of feeling in control and 'at home'.

#### *Partnering with family and friends*

- We actively encourage family and friends to be our partners in care.

#### *Engaging with community*

- We encourage people to be involved in their community and we will connect with the communities in which we serve.

#### *Equity and access*

- We seek to serve the disadvantaged and care for those others can't or won't.

### *Nurturing the whole person*

- Our Christian motivation means that we nurture the spiritual well-being of people, as well as meeting their physical and emotional needs.

### **How We Work Together**

#### *Serving with passion*

- We look for team members and volunteers who enjoy serving others and demonstrate this in their behaviour and attitude.

#### *Learning and developing*

- We build the knowledge and skills necessary to do our jobs well and develop satisfying careers. We all use what we learn.

#### *Being creative and innovative*

- We seek to research, develop and improve care and services. We encourage creativity and innovation.

#### *Communicating well*

- We communicate honestly, openly and in a timely manner.

#### *Respecting confidentiality*

- We protect the privacy and confidentiality of those we serve and with whom we work.

#### *Being wise with resources*

- We will manage resources effectively and sustainably.

#### *Managing risks for better care*

- We manage risks in an intelligent and measured way rather than seeking to eliminate them.

#### *Valuing teamwork and sharing responsibility*

- We respect and value each other, our different roles, and the diversity of team members. Each of us shares responsibility for our services as we work together to reach common goals.

# HammondCare's Next Chapter



## OUR AMBITION

To lead in complex care nationally, specialising in dementia and palliative care

### WHAT WILL BE DIFFERENT

#### INTEGRATION

Truly integrated care for older people

#### INNOVATION

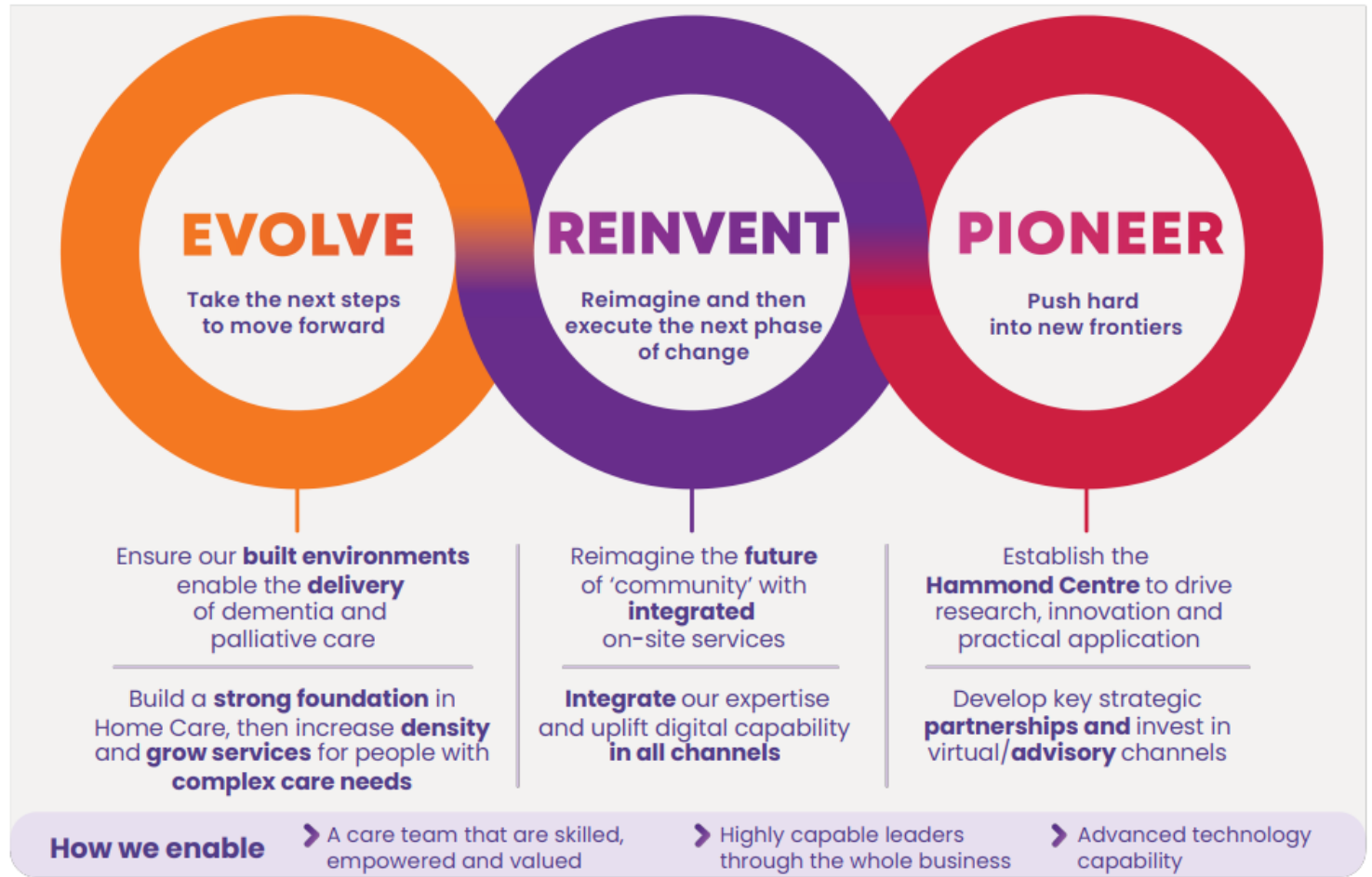
Rapid testing of ideas, accelerating improved ways to care

#### INTERSTATE

A serious national presence beyond NSW



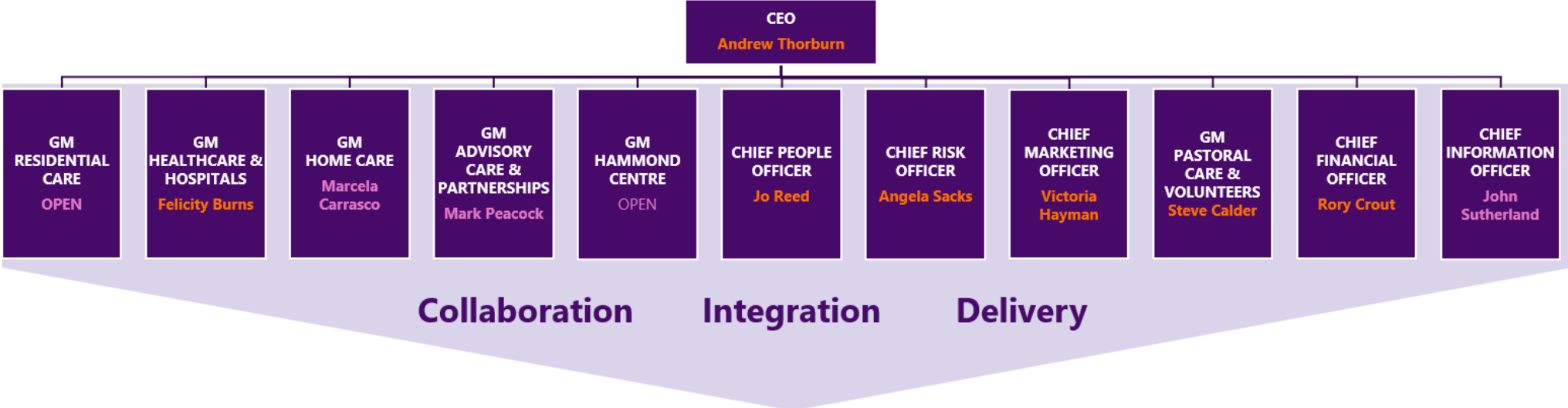
INDEPENDENT • CHRISTIAN • CHARITY



**How we measure** > Quality of care > Quality of life > Team engagement > Financial performance > National reach

Inspired by the words of Jesus in Matthew 25:35-40, "I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me...Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me."

# HammondCare Leadership Team



\*Effective 2 December 2024



# About the Role

## Essence of the role:

As a member of the leadership team, the General Manager, Residential Care will champion the mission of HammondCare and shape HammondCare's residential care strategy. With the number of people living with dementia is expected to double by 2050, more older people will require our specialist care. This role is pivotal in driving and shaping growth to meet this need, particularly within our residential care services.

We are looking for an expert clinical and operational leader, who has a passion to serve people with complex needs, particularly those living with dementia, (who are two-thirds of residents we care for).

The GM Residential Care will ensure that our residential care services are delivered at a quality level and to serve those most in need, at the same time as ensuring the services are delivered within the expected budget measures and quality indicators.

The residential care strategy that is developed will be done so in consultation with the Chief Executive, Board and Executive Management Team as required.

The selected individual will have a strong commitment to the Mission, Vision and Christian Values of HammondCare and will be a commercially astute servant.

## Key Focus Areas:

- To provide oversight and leadership of the residential care services in regard to its strategic direction, quality of service, quality of staff, operational management and performance.
- To be fully across and in some cases lead the acquisition and development of new residential care services related to our differentiation in dementia care and in line with Next Chapter.

[Click here](#) to watch HammondCare's CEO, Andrew Thorburn, speak about HammondCare and this role.

## Key Responsibilities

- Provide strategic direction and operational leadership to residential care services across HammondCare
- Ensure HammondCare's residential care services are delivered in a manner that is consistent with HammondCare's mission and meets the needs of those people we serve.
- Manage risk, in partnership with Clinical Governance, Risk and Compliance in an intelligent and measured way and ensure continuous quality improvement, including monitoring key quality indicators to ensure services are delivered in line with regulatory and HammondCare philosophy of care expectations.
- Partner with Finance to establish budgets and financial plans and to ensure our residential care services are operating financially efficiently and wisely. Ensure Residential Care operates within budgetary limits.
- Partner with the People team to develop strategic workforce plans, to ensure that the best possible staff are recruited, developed and retained.
- Build a culture that models and empowers staff to work in accordance with HammondCare's Mission, Motivation and Mission in Action.
- Lead the development of new residential care services by being the main point of contact for the Implementation team.
- Engage with key stakeholders across the business, such as Property & Capital Works / Design / Dementia Centre to ensure our buildings are purpose-built and specifically meet the needs of those people we serve (i.e. dementia-specific, frail aged, homelessness etc.).
- Partner with technology to identify practical ways of improving care through effective use of digital tools and lead change effectively through implementation.
- Partner with marketing to manage pipelines and occupancy to optimise the consumer experience and meet next chapter target metrics.
- Collaborate with the HammondCare Leadership Team to leverage dementia expertise across the organisation and the sector and drive integration in line with Next Chapter Strategy.

## Annual Budget (direct responsibility)

**Income:** approximately \$250m

**OPEX\*:** \$224m

**CAPEX\*:** \$47m

\* based on budget

## Education, Experience and Skills

### Essential/Mandatory:

- Commitment to engage and align with HammondCare's Christian Mission, Motivation and Mission in Action
- Relevant tertiary level qualification (clinical)
- Strong dementia expertise
- Substantial experience in a senior leadership role
- Demonstrated ability to manage, motivate and develop a team and effectively work with people of many different personality styles
- Strong leadership and influence skills
- Attitude of service
- Ability to work independently and as part of a team
- Strong negotiation and conflict resolution skills
- High level communication and interpersonal skills
- Excellent analytical skills

## Health, Safety and Wellbeing

- Participate and work in a manner that considers the optimal health, safety and wellbeing of yourself and others
- Attend training and information sessions to build skills and knowledge to work safely
- Follow and uphold HammondCare's policies, procedures, guides and safe work practices
- Promptly report and respond to hazards, incidents or injuries within the workplace
- Proactively manage and influence any instances where the implementation of policies, procedures or guides make carrying out a task unsafe

# HammondCare Leader Attributes



Attribute	Behavioural Indicators
Champion our Motivation, Mission and Mission in Action	<ul style="list-style-type: none"> <li>• Embraces and motivates others to share in our Next Chapter Ambitions</li> <li>• Driven by and connects Next Chapter Ambitions and strategy to our mission in action</li> <li>• Energised and passionate storyteller about the work we do</li> <li>• Demonstrates (role model) services, love, grace, gratitude, humility, and forgiveness in relationships with colleagues (all clients and partners)</li> <li>• Focuses on quality of care first; compliance is the secondary goal</li> <li>• Passionate and positive: inspiring and engaging the hearts and minds of others</li> </ul>
Team Builder and Player	<ul style="list-style-type: none"> <li>• Inclusive and embraces diversity</li> <li>• Intentionally builds high functioning teams</li> <li>• Actively engages in 'the work'</li> <li>• Connected and committed to the team</li> <li>• Collaborates across teams and portfolios</li> <li>• Committed to achieving more by working together to achieve our mission and Next Chapter Ambitions</li> </ul>
Growth Mindset	<ul style="list-style-type: none"> <li>• Seeks continuous improvement in the team and self to improve outcomes for those HammondCare serves</li> <li>• Innovative and creative</li> <li>• Manages risk intelligently to ensure quality outcomes for the individual client, resident or patient</li> <li>• Responsive to the changing internal and external context – adapting and flexing to meet purpose</li> <li>• Prepared to challenge and be challenged by giving and receiving constructive feedback</li> </ul>
Translate Strategy and Operationalise Success	<ul style="list-style-type: none"> <li>• Understands our Mission and Next Chapter Ambitions and is able to connect to the work we do</li> <li>• Accountable and transparent</li> <li>• Demonstrates governance of self and others</li> <li>• Uses strong planning and organisational skills to achieve goals and outcomes within timeline and standards</li> </ul>



Attribute	Behavioural Indicators
	<ul style="list-style-type: none"> <li>• Evidence-driven, documenting and measuring work to create data that informs decisions</li> <li>• Engages with relevant stakeholders; establishing strong relationships and partnerships</li> <li>• Demonstrates business acumen and manages resources to ensure teams have access to the knowledge, skills and tools needed to achieve the best results</li> <li>• Acknowledges and balances strategic and operational objectives, making decisions and directing when needed</li> <li>• Articulate in verbal and written communications</li> </ul>
Authenticity and Integrity	<ul style="list-style-type: none"> <li>• Always honest in communications with others (open and timely), reliable and consistent, transparent and trustworthy</li> <li>• An effective role model who walks the talk and practises what they preach</li> <li>• Prepared to call out and not tolerate poor behaviours and errors, challenges the status quo, and resets the direction when needed</li> <li>• Fair and impartial</li> <li>• Brave and courageous</li> </ul>
Empathy and Compassion	<ul style="list-style-type: none"> <li>• Creates personal connections to others and values every person</li> <li>• Develops emotional intelligence and wisdom to manage self and relationships with others</li> <li>• Approachable and present with others, translating HammondCare's purpose and vision in the moment</li> <li>• Caring and Kind</li> <li>• Demonstrates active listening skills</li> <li>• Calm and patient</li> </ul>
Empowerment of Others	<ul style="list-style-type: none"> <li>• Motivates others to challenge their thinking</li> <li>• Demonstrates respect for others by active listening, seeking to understand and giving time</li> <li>• Supports and encourages others to grow and develop responsibility, accountability and autonomy, uses coaching and mentoring tailored to individual need</li> <li>• Facilitates access to resources others need to do their roles well</li> <li>• Ensures there are processes and channels for empowerment or 'freedom in a framework'</li> </ul>

# Online Advertisement

## General Manager, Residential Care

- Lead HammondCare's residential care strategy and a geographically dispersed team across NSW, VIC, SA, QLD and ACT
- Direct report to the Chief Executive and a critical role on the Executive Leadership Team
- Play a key role in progressing and evolving HammondCare's expertise in dementia (two-thirds of residents) and palliative care and providing quality care for those in need

At the heart of HammondCare is our passion to improve quality of life for people in need. We are motivated by Christian values which compel us to care for all older people, regardless of their circumstances. Our mission is the driving force behind everything we do, bringing purpose to our work and joy to our hearts. It's why 93 per cent of our team not only believes in our mission but also loves the work they do every day.

Our ambition is to lead in complex care nationally, specialising in dementia and palliative care. We provide direct care in all aged care contexts including residential care, home care and sub-acute hospitals. HammondCare is recognised globally for our expertise in the care of those living with dementia. We support Australians living with dementia and their changing behaviours through specialist programs on behalf of the Federal Government.

Our residential care homes feature the small household model—a research-backed approach we pioneered over 30 years ago. This innovative model is now recognised and recommended by the Australian Government in their National Aged Care Design Principles and Guidelines. The small, domestic and familiar environment promotes independence, maintains dignity and is known to improve quality of life for people living with dementia.

### About the Role

Reporting to the Chief Executive, the General Manager Residential Care will champion the mission of HammondCare and shape HammondCare's residential care strategy. With the number of people living with dementia is expected to double by 2050, more older people will require our specialist care. This role is pivotal in driving and shaping growth to meet this need, particularly within our residential care services.

We are looking for an expert clinical and operational leader, who has a passion to serve people with complex needs, particularly those living with dementia, (who are two-thirds of residents we care for).

The General Manager Residential Care will ensure that our residential care services are delivered at a quality level and to serve those most in need, at the same time as ensuring the services are delivered within the expected budget measures and quality indicators. They will lead a team of about 2000 committed team members, including 10 direct reports; and \$250 million revenue.

The residential care strategy that is developed will be done so in consultation with the Chief Executive, Board and Executive Management Team as required; and in line with HammondCare's Next Chapter strategy.

The selected individual will have a strong commitment to the Mission, Vision and Christian Values of HammondCare and will be a commercially astute servant.

### Location

Flexible. HammondCare has operations in NSW, VIC, SA, QLD and ACT. A significant part of the role will be spent at St Leonards, at least initially.

### The Candidate

We are seeking an individual with a commitment to engage and align with HammondCare's Christian Mission, Motivation and Mission in Action.

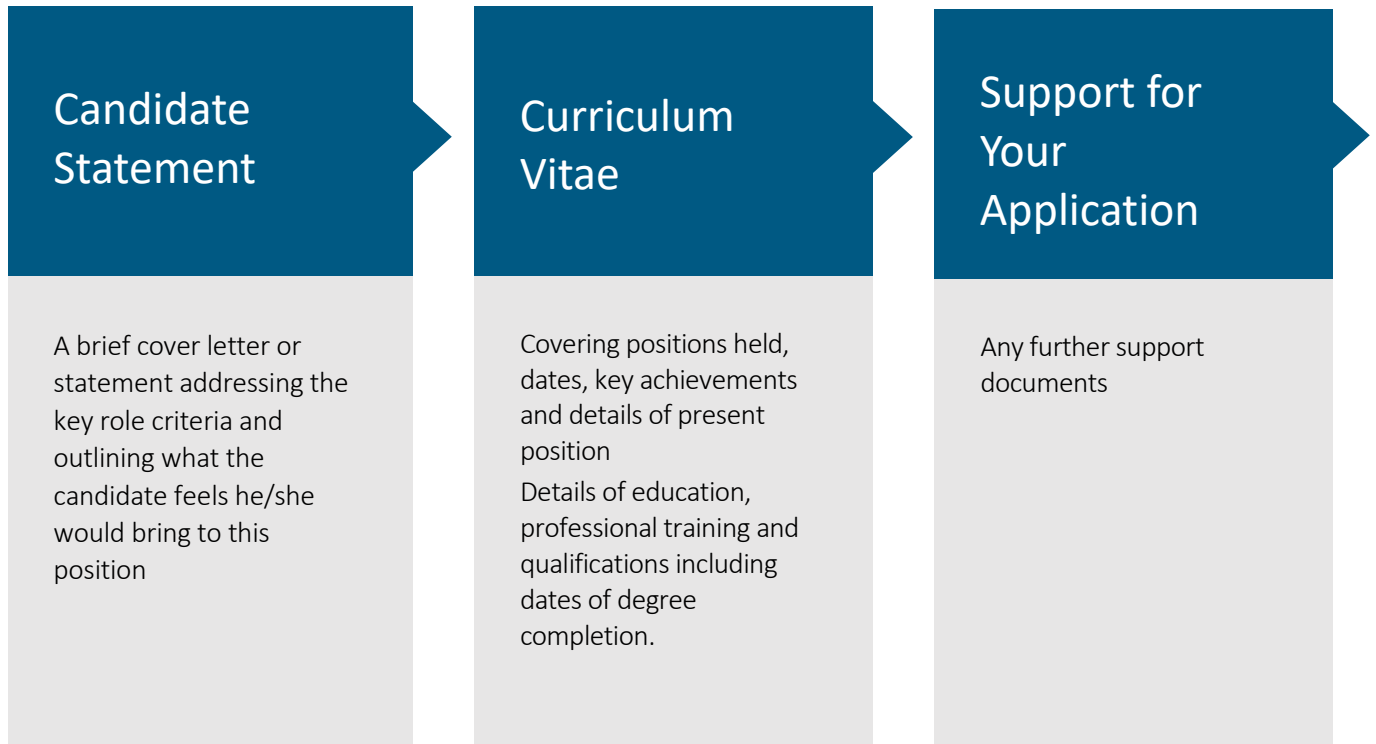
You will have relevant tertiary level qualifications (clinical), strong dementia experience, and at least 15 years' experience in an operational leadership role, including full P/L responsibility. You will be a collaborative leader, with strong people and influencing skills, and able to contribute as a member of the executive leadership team. You will also be abreast of the changes in the aged care sector and regulatory requirements and drive quality service delivery in line with long term viability, financial sustainability and stewardship. In addition, we are also seeking someone with a passion for innovation and technology and can see how technology will transform and aid aged care and healthcare delivery.

This is a critical role in the leadership team and culture fit is key. HammondCare's executive leaders are passionate about the mission and values in caring for people and being of service. The executive team leaders have a mix of strong clinical and NFP experience, as well as blue-chip commercial settings.

## How to Apply

An executive search is being undertaken by Watermark alongside the public advertisement.

Applications for the position will need to include the following:



For a confidential discussion please call Jocelyn Santosa or Alison Myatt of Watermark Search International who are leading the search on behalf of HammondCare.

### Jocelyn Santosa

Partner, Executive Search  
0438 124 217

### Alison Myatt

Research Manager  
0412 630 817

### Erin Gillan

Project Administrator  
02 9239 1215

Please send your application quoting **Ref No A005848** to Watermark Search International at [search@watermarksearch.com.au](mailto:search@watermarksearch.com.au). We will reply to the email address used for your application.

**Applications close 11:59PM AEDT on 16 February 2025**

# Our Capabilities



## Executive Search

Founded in 1979, we are one of the longest established Australian executive search firms. Even though we are, above all else, an Australian based firm, we have an established track record in attracting and then securing, overseas candidates.

We have considerable expertise in senior executive appointments across a broad range of public and private sector organisations. Our firm has been built on a substantial body of work undertaken for publicly listed companies, private companies, professional services, state owned corporations, government agencies, departments and advisory boards.



## Interim Executive

We provide immediate and high-level specialist executives with the experience to bring stability to and provide guardianship for a company during a period of change, executive absence or performance turnaround. We also assist with providing executives who deliver on projects, programs or specialist reviews. When clients are ready to appoint an executive, we normally complete the assignment within two weeks. Our latest survey shows that those executives remain in place for an average of 9 months.



## Board Appointments

We believe that strong boards make for better organisations and improved business performance. In conducting searches we do not simply look for 'a name' but rather search for candidates with the relevant skills to add real value to a board. We often start our board search by working with the client to produce a Board Skills Matrix, which then informs the specific brief.

Our track record ensures familiarity with the specific, and often sensitive, challenges involved in appointing Non-Executive Directors and Chairs with the right skill, personal and cultural fit.



## Thought Leadership

As thought leaders, we undertake various pieces of research and market analysis to form our Agile Leadership Lessons Podcast, Annual Interim Executive Survey and Board Diversity Index. To view our current reports please [click here](#).

# Candidate Care



At Watermark, we recognise we have a duty of care to both our clients and the candidates. As an ambassador for HammondCare, we recognise how important our role is in representing your brand, we take this responsibility seriously and treat successful and unsuccessful applicants with the same level of respect:

- All candidates filtered out before an initial interview are advised in writing.
- Candidates sourced by Watermark are called and given feedback on their performance throughout the selection process; this includes feedback about their experience, knowledge, capabilities and fit for the organisation as well as feedback about their interviewing and presentation techniques.
- Candidates who proceed to client interviews are debriefed and receive feedback either face-to-face or over the phone; this includes feedback as outlined above, plus specific feedback from any notes taken during the interview. We also provide feedback on areas for development such as interview skills, professional development and career guidance.

# Candidate Charter



We respect our candidates as individuals and value them as an integral asset to our business. Our focus is on understanding their talents and aspirations and matching them to the right role and organisation. Whether we approach you about a specific role or you contact us to explore opportunities, we want you to experience our commitment to providing a seamlessly professional, constructive, integrity driven service where we care about our engagement with you.

[Association of Executive Search Consultants](#) (AESC) members and their people are guided by a Code of Professional Conduct and Professional Practice Standards.

The AESC Code of Professional Conduct is summarised through these critical values:

- **Ethics & Integrity**
  - We put integrity above all else
- **Excellence**
  - Excellence guides the work we do
- **Objectivity**
  - We exercise independent, objective judgement
- **Diversity & Inclusion**
  - We know the power of diverse talent and inclusive cultures
- **Confidentiality**
  - We safeguard any confidential information entrusted to us

To read the full AESC Code of Professional Conduct, please [click here](#).

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If ever you feel we have not lived up to this Code of Professional Conduct, please tell us. We want to know. Email our Managing Partner at [David.Evans@watermarksearch.com.au](mailto:David.Evans@watermarksearch.com.au)

## Contact Us

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