

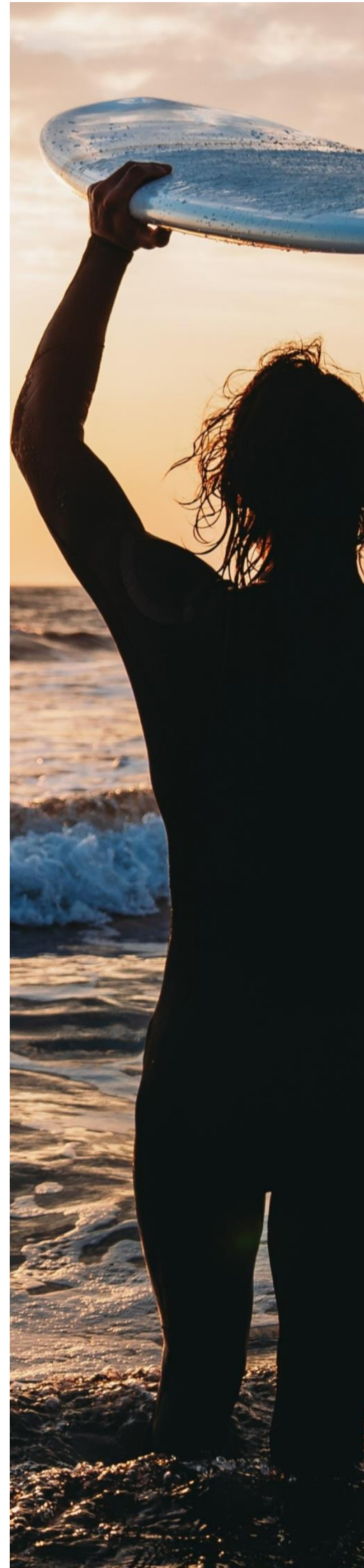


# WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

**Chief Executive Officer  
Ambulance Victoria**  
January 2025



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



# Role Summary

## Chief Executive Officer

- “One of a kind” Emergency Services Executive Leadership opportunity
- Inspirational and strategic leader
- Make a difference for all Victorians and their communities

### Overview

Ambulance Victoria (AV) aims to improve the health of the Victorian community by providing high-quality, patient-focused out-of-hospital care and medical transport. In FY24, AV responded to over one million incidents across the state and supported a workforce of over 8,200 staff and volunteers. They manage assets including over 380 properties, 1,600 road vehicles, and 11 aircraft.

AV is dedicated to creating a safer and more progressive workplace where people thrive. Their paramedics' leading-edge clinical practice and lifesaving work aims to improve health outcomes for all Victorians, delivering the right care, in the right place, at the right time. AV plays a critical role in the community, health system and emergency services, being uniquely positioned as a state-wide provider to connect people with the care they need. The community and patients are at the heart of everything they do.

### Position

Ambulance Victoria is seeking a Chief Executive Officer (CEO) to lead the organisation in achieving its vision to be a world-leading ambulance service. The CEO will align AV's strategic and business plans with its vision, legislative obligations and Victorian Government priorities. Responsibilities include leadership and engagement of our people, delivering business performance, meeting KPIs, ensuring regulatory compliance, managing risk, and optimising resource use.

The CEO will oversee the sustainable strategy, operation, and growth of AV, aiming for the highest quality patient outcomes through out-of-hospital care, education, connection and research. They will ensure a sound financial position, and strong operational performance, and foster a safe, inclusive culture that engages employees.

### About You

As the CEO, you will be a trusted and courageous leader with a focus on performance, people, quality and safety, community engagement and innovation. Your strategic mindset will help you envision new ways to deliver out-of-hospital health outcomes for Victoria. You will inspire and connect with AV's people, attracting and enabling talent across the organisation.

You will be an exceptional communicator and listener, able to influence and align interests while managing complex information to solve problems. Self-awareness and reflection on your strengths and areas for development will make you a great leader. You will approach key decisions with a values-based perspective.

Location: Melbourne, Victoria

For a confidential discussion and the Candidate Brief, please call Jen D'Arcy-Smith, Partner M: 0449 967 781 or Alison Myatt, Head of Research M: 0412 630 817

Please send your application quoting **Ref No A005808** 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.

**Closing date:** 11.59 pm AEDT Sunday, 16<sup>th</sup> February 2025

## About the Organisation

Ambulance Victoria (AV) aims to improve the health of the Victorian community by providing high-quality, patient-focused out-of-hospital care and medical transport. In FY24, AV responded to over one million incidents across the state and supported a workforce of over 8,200 staff and volunteers. They manage assets including over 380 properties, 1,600 road vehicles, and 11 aircraft.

AV is committed to creating a safer place for their people to work and volunteer, and a more progressive and capable workplace where people thrive. AV prides itself on providing patients with the right care at the right place at the right time.

The leading-edge clinical practice and lifesaving work of AV's paramedics underpins its' purpose of improving the health outcomes for all Victorians. AV is also a key connector within the health and emergency service system, including community/primary health and social services, hospitals and health and aged care providers, and emergency services.

AV is embedded in the community, which is why the community and patients remain at the heart of everything they do. There are almost 2.8 million members across the state for whom AV provides cost-effective coverage for emergency and non-emergency treatment and/or transport.

AV is proud to share their commitment to save and improve lives by providing outstanding care for all its' patients. This is AV's promise to every patient, and it sits at the heart of everything they do. No matter what role you play in delivering AV's critical services to Victorians, you are part of a team dedicated to **achieving the AV purpose to bring world-leading, patient-focused, out of hospital, mobile and emergency health care to the Victorian community.**

### AV Vision

By 2028, we will be a world-leading ambulance service in terms of our people's experience, patient health outcomes, the impact we make and our connection to each other, our partners and the broader health system.

### AV Values

- Care: We care in ways that nurture trust and collaboration.
- Accountable: We are accountable in our roles and to each other.
- Respect: We are respectful and consciously inclusive.
- Excellence: We strive to be our best for our people, patients and communities.

For more information, please refer to <https://www.ambulance.vic.gov.au/about-us/>

# Position Description

|                         |                         |
|-------------------------|-------------------------|
| Employment Type         | Executive Contract      |
| Division / Department   | Strategy and Operations |
| Reports To              | Board of Directors      |
| Direct Reports          | Yes                     |
| AV Capability Framework | Strategic Direction     |

## Role Purpose

The Chief Executive Officer (CEO) will lead world-class performance of the organisation to deliver on Ambulance Victoria's strategic and business plans, in alignment with the organisation's purpose and in accordance with Department of Health guidelines and governing legislation.

The CEO will deliver business performance and meet key performance indicators that have been agreed with the Board. In doing so, the CEO will ensure that Ambulance Victoria meets regulatory requirements and effectively manages risk, whilst optimising the effective use of the organisation's resources.

The CEO is accountable for the current and long-term sustainable strategy, operation and growth of the organisation and the general direction of all other affairs of the business. This involves achieving the highest quality patient outcomes in pre-hospital care, education and research, a sound and sustainable financial position, strong operational performance and leadership of a culture that is safe, inclusive for all and which motivates all employees to give their best.

The CEO is also responsible for maintaining strong engagement with Ambulance Victoria's stakeholders and effective relationships with the wider community.

## Capabilities

You are a trusted and courageous leader with a relentless focus on performance, people and innovation. Your strong strategic mindset allows you to see ahead to what is possible, cultivating new and better ways of delivering prehospital health outcomes for Victoria. You will inspire our people, connecting them to our purpose and their potential, with an ability to attract and enable our talent across all aspects of Ambulance Victoria. With multiple stakeholders to balance you will be an exceptional communicator and listener, able to influence and align interests, managing complex information to problem solve. You will value self-awareness and reflect on your own strengths and areas for development, making you a great leader. You view key decision-making scenarios through a values-based lens.

## Key Accountabilities

### Leadership

- As an inspirational, transformational, inclusive and values-based CEO, you will build trust to lead the performance and health of AV's people and organisation.
- Foster a culture of belonging where all parts of our workforce feel safe, healthy, valued and respected, balancing performance, collaboration, and harmonious industrial relations.
- Promote the development, and ongoing communication, of an inspiring, relevant vision for the organisation and influence others to collaboratively achieve goals, in order to create an effective working environment.
- Support future workforce requirements, driving outcomes that directly affect external perceptions of Ambulance Victoria by the Government and the community.
- Continuously develop the professional leadership and functional capability of the Executive Committee and Senior Leaders, being clear about their accountabilities.

### Operational Performance

- Provide strategic leadership and foster collaboration at the Executive Committee in order to add strength to all other executive team members, to influence outcomes in key strategic agendas and influence the direction and implementation of key strategic and transformation initiatives in a holistic manner.
- Lead an effective and efficient statewide ambulance service for today and tomorrow which optimises resources and delivers safe patient care which is critical to the overall operation of Victoria's public health system.

- Respond to new and emerging health and emergency service issues understanding both short and long-term state-wide operational service delivery implications.
- Monitor the operations of AV to ensure compliance with policies and directions of the Board of Directors and Government policy and initiatives.
- Govern financial and business plans, strategies and budgets to ensure accountability and efficient provision of ambulance services and the long-term financial viability of AV.

#### Quality & Patient Experience

- Lead a culture that strives for high standards of service throughout the organisation, achieving leading-edge clinical operations, clinical practice, and safeguarding care to those we serve across the community,
- Ensure supporting systems are in place to maximise clinical effectiveness and minimise risk (including the collection and monitoring of data and the utilisation of such data to improve clinical practice).
- Grow the environment that facilitates the intellectual development of research in pre-hospital care, and continuous improvement and delivers world-leading outcomes from our commitment to world-class standards.

#### Community/ Stakeholder Engagement

- Lead with exceptional stakeholder engagement skills, building internal confidence whilst reinforcing AV's position in the external environment with partners across health, government, and the emergency services landscape.
- Be a key stakeholder and contributor in the State of Victoria's emergency response and healthcare systems, by developing strong collaborative relationships with Government agencies, non-government organisations and health service providers supporting the development of appropriate pathways that improve health outcomes for the community of Victoria.
- Represent AV at external forums both formally and informally to advocate the importance of emergency care principles and AV's service delivery goals, with a view to influencing for maximum effectiveness, efficiency and economy.

#### Health Safety and Wellbeing

- Leadership of employee safety and wellbeing, constantly seeking to integrate the very best safety practices to ensure the physical and mental safety and wellbeing of everyone at Ambulance Victoria.
- Lead and model diversity, inclusion and belonging outcomes; practising and promoting cultural safety that is free from racism, discrimination and bullying. Promoting an organisation that is safe and inclusive for all, recognising the social, cultural, linguistic, spiritual and gender diversity of all who work and volunteer with us.
- Provide strategic direction in accordance with the organisation's overall plan, promoting an environment that is responsive to the health, safety and well-being needs of employees, contractors and volunteers, and their continuous professional and technical skill development.
- Oversee and promote risk reduction strategies, education, and programs, at the highest managerial levels, which will result in less injury and illness in our workforce.

#### Role Specific Requirements

- Applicant **must** reside in Victoria
- Extensive knowledge and experience of state-wide emergency service operations to effectively develop, implement and evaluate service delivery and operational programs, including the development of significant health, safety and wellbeing solutions that were critical to the overall organisation's workforce and program.
- Broad and extensive executive-level leadership experience with a record of achievement in executing strategy and significant change initiatives in a large, complex, multi-disciplinary, geographically diverse organisation, preferably in the public sector, that has undergone cultural transformation.
- An understanding and commitment to research and clinical excellence.
- Demonstrated experience developing and sustaining strong, effective working relationships and networks with senior decision-makers, key external stakeholders and relevant external organisations in a complex and politically sensitive environment. Ability to interact and negotiate with senior political, commercial, community and sector stakeholders
- Proven experience driving and implementing strategic organisational change to improve operational and/or financial outcomes

- Ability to provide professional leadership and expertise within emergency care and emergency response primarily associated with the organisation's key service delivery model
- Extensive understanding of the health and emergency services sector, including awareness of local and international economic, social, political and healthcare trends and benchmarks, and ability to integrate these aspects into the organisation's strategic approach.
- Proven ability to attract and build organisational talent across the most senior levels of a large and complex organisation.
- Leads by example and consistently behaves in an honest, ethical, professional and values-based manner that supports and benefits Ambulance Victoria and the community.
- Strong communication skills both within and external to the organisation, to build confidence and influence stakeholders.

#### Qualifications

- Tertiary and/or post-graduate qualifications in Clinical, Commerce, Finance, Management, Emergency Management or related discipline.
- Evidence of continuous professional development

#### Important information

- AV is an Equal Employment Opportunity (EEO) employer. All employees must understand, support and adhere to the principles covered in the Professional Conduct Policy (POL/PAC/002) and the Recruitment and Selection policy (POL/PAC/028).
- AV provides a professional working environment that recognises the importance of flexible work arrangements and work/life balance.
- Applicants must be an Australian Citizen, Permanent Resident, or hold a valid work permit or visa.
- The preferred candidate will be required to undergo security checks such as Police Checks and Working with Children Check (WWCC).
- The successful candidate will be employed pursuant to Ambulance Victoria Policies and Procedures along with the terms set out via Individual Contract.
- AV is a state-wide organisation and provides a state-wide service to the community. The successful candidate will be willing to travel throughout Metropolitan Melbourne and Regional Victoria as required, therefore, must hold a valid driver's license.
- The position description is indicative of the initial expectation of the role and subject to changes to organisational goals and priorities, activities or focus of the job.
- Required to be available outside of ordinary working hours to provide advice, support or authoritative direction to other employees or managers involved in dealing with emergency or time-critical incidents or issues
- Recipients of Victorian Private Sector (VPS) departure packages should note that re-employment restrictions apply.
- By applying for this position within Ambulance Victoria (AV), you agree to undertake an assessment of any Secondary Employment or outside interests, in line with AV's Secondary Employment procedure (PRO/PAC/078). This is required to ensure there is no perceived or actual conflict of interest for AV should you be successful and commence in the new role.

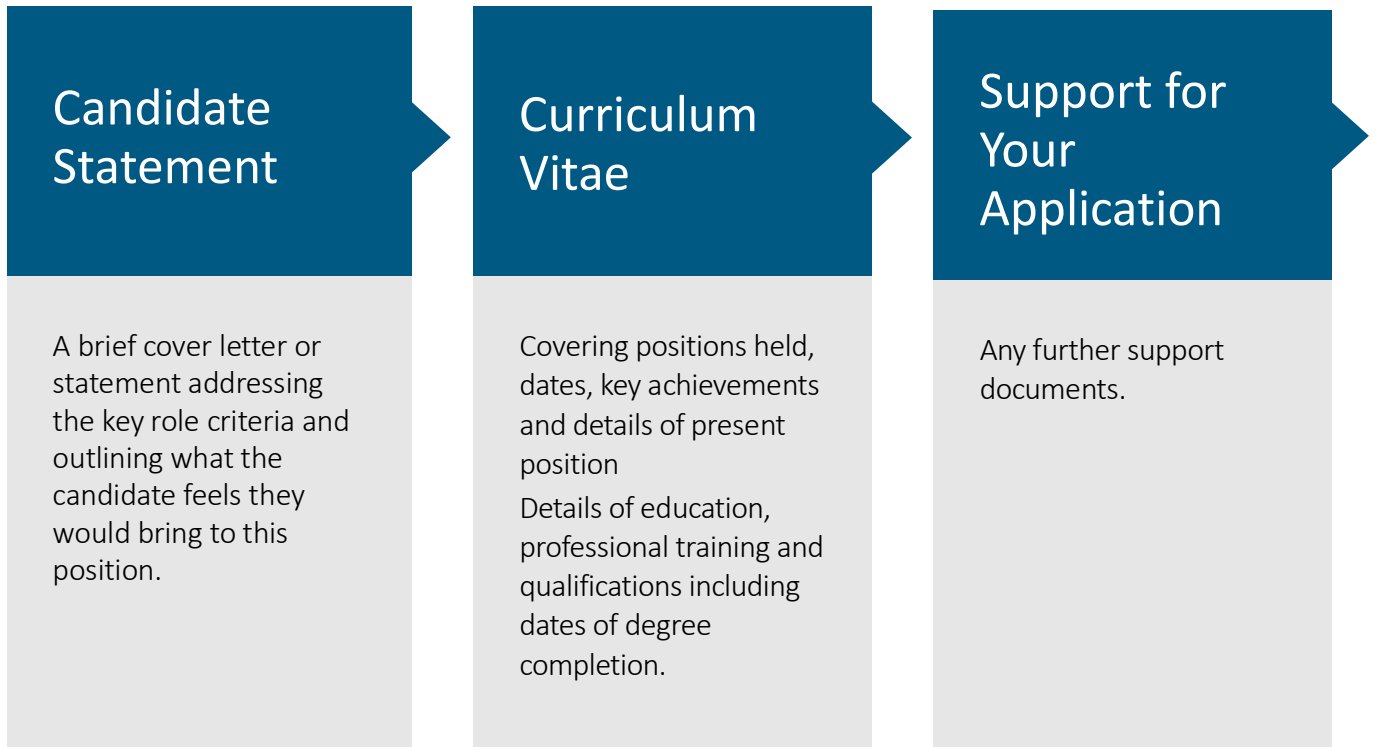
#### Privacy notification

Ambulance Victoria requires declarations and personal information relevant to your employment. The collection and handling of the information will be consistent with the requirements of the Privacy and Data Protection Act 2014.

## 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 Jen D’Arcy-Smith or Alison Myatt of Watermark Search International who are leading the search on behalf of Ambulance Victoria.

**Jen D’Arcy-Smith**

Partner, Executive Search  
0449 967 781

**Alison Myatt**

Head of Research  
0412 630 817

**Mia Son**

Project Administrator  
03 8629 1317

Please send your application quoting **Ref No A005808** 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.

**Closing date: 11.59pm AEDT Sunday, 16th 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 Ambulance Victoria, 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.

Watermark Search are members of the [Association of Executive Search Consultants](#) (AESC) which means their Code of Professional Practice applies to us.

AESC members:

- Integrity - conduct themselves and their business activities with absolute integrity and are at all times open, honest, and worthy of trust.
- Excellence - focus on their clients' unique business needs, providing high quality service and using rigorous results-focused methodologies.
- Objectivity - serve as trusted advisors, exercising independent, objective judgment.
- Diversity and Inclusion - value diverse leadership. They identify the most qualified talent by searching and assessing without bias.
- Confidentiality - always respect any confidential information entrusted to them by clients and candidates.
- Avoiding Conflicts of Interest - avoid conflicts of interest with clients and candidates. Where a potential conflict may exist, members disclose and resolve those conflicts.

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If ever you feel we have not lived up to this code of ethics, please tell us. We want to know.

Email our Managing Director at [David.Evans@watermarksearch.com.au](mailto:David.Evans@watermarksearch.com.au).

## Contact Us

### Melbourne

Level 11, 385 Bourke Street  
Melbourne VIC 3000  
+61 3 8629 1333

### Sydney

Level 32, 200 George Street  
Sydney NSW 2000  
+61 2 9233 1200

[watermarksearch.com.au](http://watermarksearch.com.au)



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