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CANDIDATE INFORMATION PACK



**OCEANIA**  
HEALTHCARE

# GENERAL MANAGER NURSING AND RISK

OCEANIA HEALTHCARE



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# EXECUTIVE SUMMARY

Oceania Healthcare is a leading provider and developer of healthcare services in New Zealand offering residents a continuum of care on its sites, including independent living in its retirement villages and a full range of residential aged care services at its aged care facilities. Their mission is to provide excellent clinical care that reflects the residents' individuality and their right to choice, respect and dignity and to provide a positive and welcoming environment where residents are encouraged and supported to enjoy a high quality of life. Between 2015 and 2017 Oceania Healthcare were the winners of the New Zealand Aged Care Association's Supreme Award for Overall Excellence in Aged Care and in September 2018, was the recipient of both the Innovative Service Delivery and the Excellence in Food awards at the annual New Zealand Aged Care Association Conference.

Oceania was the first New Zealand provider to commercialise the care suite model (over aged care beds) in scale, combining the benefits of premium aged care and the retirement village Occupation Right Agreements (ORA) funding model. The care suite model is an integral part of Oceania's care development strategy to deliver enhanced returns. Their care business operational strategies include maximising occupancy through continuous improvement in service delivery and quality of clinical care; optimising the bed mix through needs assessment; increasing revenue through premium accommodation charges; and continuously driving operational efficiency. Over the last two years, works have been in place to increase the proportion of premium rooms through redevelopment of sites and conversion of existing facilities. A new service delivery model at premium sites has been exceptionally well received by Oceania's aged care residents and their families with standards previously unheard of in the aged care industry. Oceania's key strength is their "care focus" and this will continue to differentiate Oceania from its peers moving forward.

The General Manager Nursing & Risk is integral to Oceania's success and, reporting to the Chief Executive, is a key role within Oceania's Executive team, responsible for establishing and implementing all clinical and health & safety strategies. The General Manager Nursing & Risk will have strong national level leadership experience in the field of nursing and health management, and in developing and maintaining best practice clinical and health & safety policies, practices and processes. They will champion a culture of continuous improvement and ongoing development of innovative care and wellbeing solutions and use effective and contemporary leadership styles to achieve results through people.

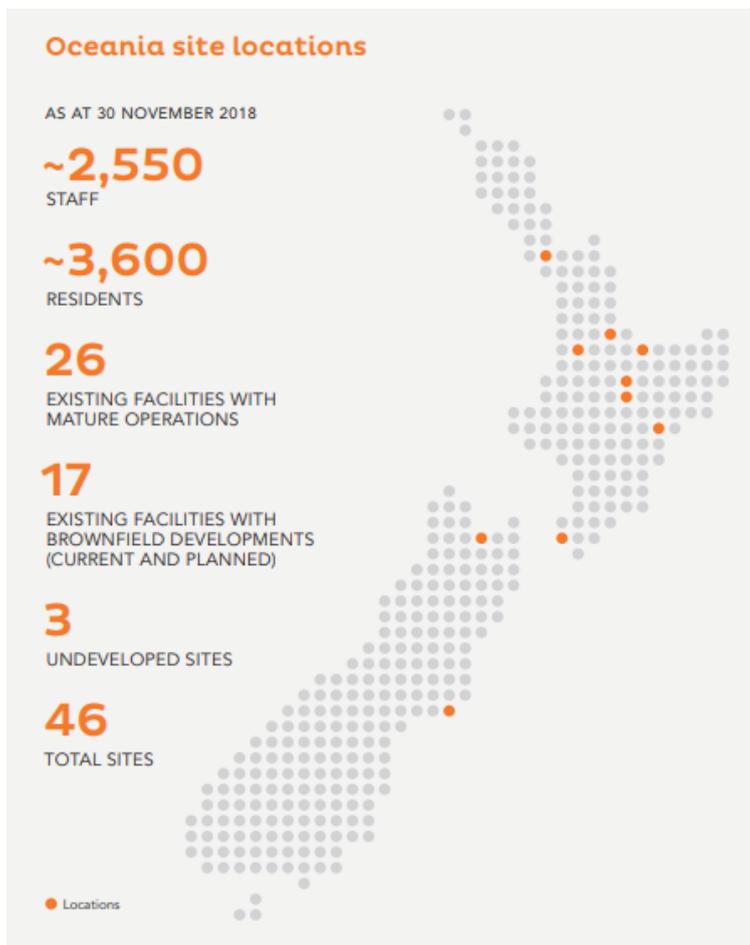
The role of General Manager Nursing & Risk with Oceania Healthcare provides an individual with innovation, enthusiasm and drive the opportunity to be part of an exciting organisation that is redefining aged care for New Zealanders.

# OCEANIA HEALTHCARE

Kindness | Passion | Respect | Excellence

Oceania operates in the New Zealand residential aged care and retirement village sectors, offering residents independent living in villas and apartments within its retirement villages, and providing a full range of residential aged care services (including rest home, hospital and dementia level care) at its aged care facilities.

With 46 locations and directly employing over 2500 staff members, Oceania Healthcare is a leading provider and developer of healthcare services in New Zealand being the third largest in residential aged care and sixth largest in retirement village sectors. Oceania Healthcare's mission is to provide excellent contemporary care that reflects the residents' individuality and their right to choice, respect and dignity and to provide a positive and welcoming environment where residents are encouraged and supported to enjoy a high quality of life.



Oceania have been in business as a group since 2008 and between 2015 and 2017 Oceania Healthcare were the winners of the New Zealand Aged Care Association's Supreme Award for Overall Excellence in Aged Care. In September 2018, Oceania Healthcare was the recipient of both the Innovative Service Delivery and the Excellence in Food awards at the annual New Zealand Aged Care Association Conference.

## STRATEGY

Industry supply and demand dynamics have led to innovations in the funding model for aged care to help address the required growth in bed capacity. Oceania was the first New Zealand provider to commercialise the care suite model in scale, combining the benefits of premium aged care and the retirement village Occupation Right Agreements (ORA) funding model. The care suite model is an integral part of Oceania's care development strategy to deliver enhanced returns.

As well as care suite development, their care business operational strategies include maximising occupancy through continuous improvement in service delivery and quality of clinical care; optimising the bed mix through needs assessment; increasing revenue through premium accommodation charges; and continuously driving operational efficiency.

## AGED CARE

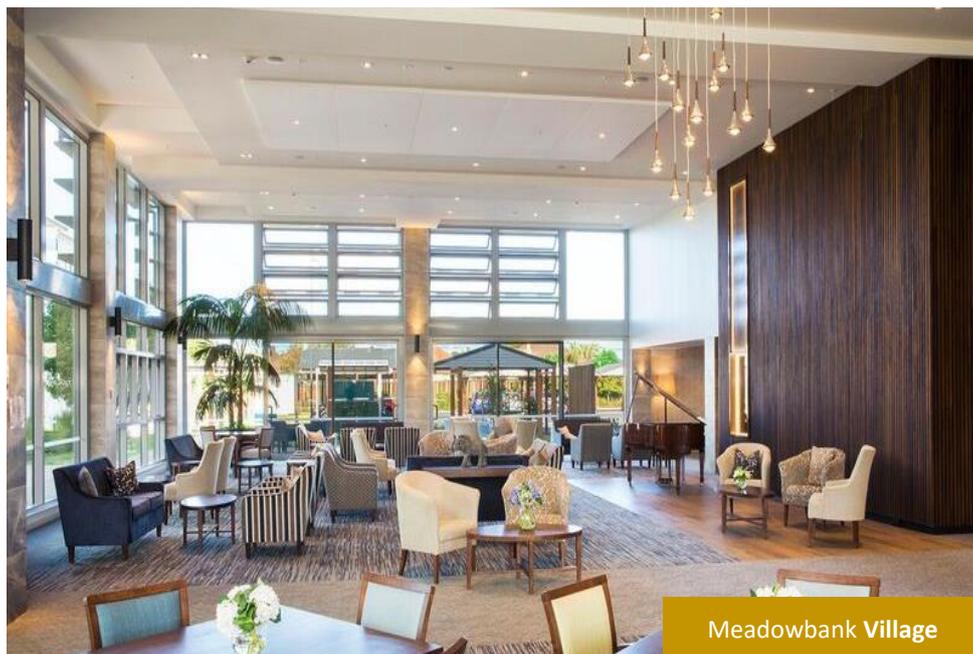
Oceania's key strength is their "care focus" and this will continue to differentiate Oceania moving forward. There are strong underlying demographic trends in the aged care sector. However, to operate in an increasingly competitive market and to maintain Oceania's industry leading reputation there is a strong focus on innovation and on improving customer experiences. The new clinical information system implemented recently significantly enhances delivery of care services to the residents whilst also streamlining compliance requirements. Upon review of aged care portfolio during FY2018, it was assessed that a target of a 60/40 premium/standard bed mix was proposed to meet the resident demands and enhance returns for each care facility. Over the last two years, works have been in place to increase the proportion of premium rooms through redevelopment of sites and conversion of existing facilities. A new service delivery model at premium sites has been exceptionally well received by Oceania's aged care residents and their families with standards previously unheard of in the aged care industry.



## DEVELOPMENTS

Oceania have embarked on an extensive programme of capital works as a key strategy to support their core purpose which is to provide high quality aged care services and retirement facilities throughout New Zealand. With a highly experienced in-house development team and a proven track record of delivering projects on time and budget, Oceania successfully developed 25 villas at Elmwood (Auckland), 10 villas at Stoke (Nelson), and 4 villas at Wharerangi (Taupo) in FY 2018. Another 30 care suites and 62 apartments were completed at Meadowbank (Auckland). For this financial year, 81 care suites at The Bayview and 44 care suites & 64 apartments at The Sands are on track for completion in FY 2019, as well as a further 34 care suites and 49 apartments at Meadowbank.

As for future developments, there are a large number of projects in pipeline such as Green Gables (61 care suites and 28 apartments), Windermere Stage 1 (60 care suites and 22 apartments) and Gracelands Stage 1 (18 villas) along with development of another high-end aged care and retirement village facility on new land acquired in Waimarie Street, St Heliers (Auckland).



# GENERAL MANAGER NURSING AND RISK

## POSITIONS PURPOSE

The General Manager Nursing & Risk is an integral role within Oceania's Executive team and is responsible for establishing and implementing all clinical and health & safety strategies.

## KEY DUTIES AND RESPONSIBILITIES

The key responsibilities of the role include

- To drive innovation and thought leadership in developing best practice clinical and health & safety strategies
- To promote effective risk management through proactive engagement with facility managers and attendance at key management forums
- To lead cultural change within the business so that staff are aware of, and embrace, workplace safety
- To manage risks within aged-care facilities in order to improve both employee safety and resident care
- To provide support, direction and leadership to the Clinical team in achieving the organisation's overall aims and strategic goals
- To lead the health & safety team through the development and implementation of systems and processes that meet legislative requirements, support safe practices and drive effective employee engagement
- To lead the training and educating of staff in all facets of risk management
- To oversee the daily running of the Wesley Institute and lead the Advisory Board
- Work closely and collaboratively across all business functions within Oceania
- To contribute positively to Oceania's strategic plans.

View the required skills, experience and knowledge in the [Position Description](#).

## SELECTION CRITERIA

The successful candidate will demonstrate

- Strong national level leadership experience in the field of nursing and health management
- Experience in developing and maintaining best practice clinical and health & safety policies, practices and processes
- Ability to champion a culture of continuous improvement and ongoing development of innovative care and wellbeing solutions
- Ability to use effective and contemporary leadership styles to achieve results through people

# CANDIDATE INFORMATION PACK

## GM Nursing and Risk, Oceania Healthcare



OCEANIA  
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- Quality and innovative provision of care by achieving relevant awards both within aged care industry and at a national level
- Exceptional relational and interpersonal communication skills.

## QUALIFICATIONS

The incumbent must hold and maintain a current annual practising certificate with the New Zealand Nursing Council.

## CHALLENGES

Major challenges currently associated with the role include:

- Aged care in New Zealand is increasingly becoming a competitive and complex industry, operating in an environment of inter-generational change where customers and their families are increasingly discerning about what great care looks like
- Global practices in providing aged care are evolving at a rapid rate, with regulators seeking contemporary approaches to providing safe accommodation and service to residents. The days of institutional care service standards have gone, and providers must find new ways of delivering (and funding the provision of) exceptional standards of service to residents whilst still maintaining strong clinical governance disciplines.
- Due to the rate of change in Oceania, GM Nursing & Risk should keep the nursing staff moving forward at the same pace as the organisation and their changing customer groups

## REPORTING & KEY RELATIONSHIPS

As a member of the senior executive leadership, the GM Nursing & Risk reports directly to the Chief Executive Officer.

Reporting into the GM Nursing & Risk are a team of Clinical & Quality Managers, a Nurse Educator, the Wesley School Manager and team, a Relief Business and Care Manager, the Health & Safety Manager and the Health & Safety team.

# CANDIDATE INFORMATION PACK

GM Nursing and Risk, Oceania Healthcare



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## KEY DATA

Staffing	2,600 FTE
Annual Turnover	\$184m
Location	Auckland
Useful Links	Role Description Oceania Healthcare Organisational Chart Strategic Plan

# EMPLOYMENT TERMS & CONDITIONS

**REMUNERATION**                      To be discussed with the consultant

## PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

# HOW TO APPLY

The closing date for applications is Friday 31<sup>st</sup> May 2019

The reference number to include in your application is H19\_3056

**For a confidential discussion, please contact Principal Consultant, Pete Carter:**

**M:** +61 (0)448 729 077

**E:** [pcarter@hardygroupintl.com](mailto:pcarter@hardygroupintl.com)

**Please submit application documentation to Search Coordinator, Kaavya Nithi**

**T:** +61 (0)2 9900 0108

**E:** [knithi@hardygroupintl.com](mailto:knithi@hardygroupintl.com)

*It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.*

**Your application must include:**

1. [Completed HG Application Form](#)
2. Cover letter addressed to the search consultant;
3. A written response addressing the key selection criteria and qualifications, found on [page 7/8](#); and
4. An up to date copy of your Curriculum Vitae



## REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

## PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this Positions Health Services. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.

# JOB DESCRIPTION

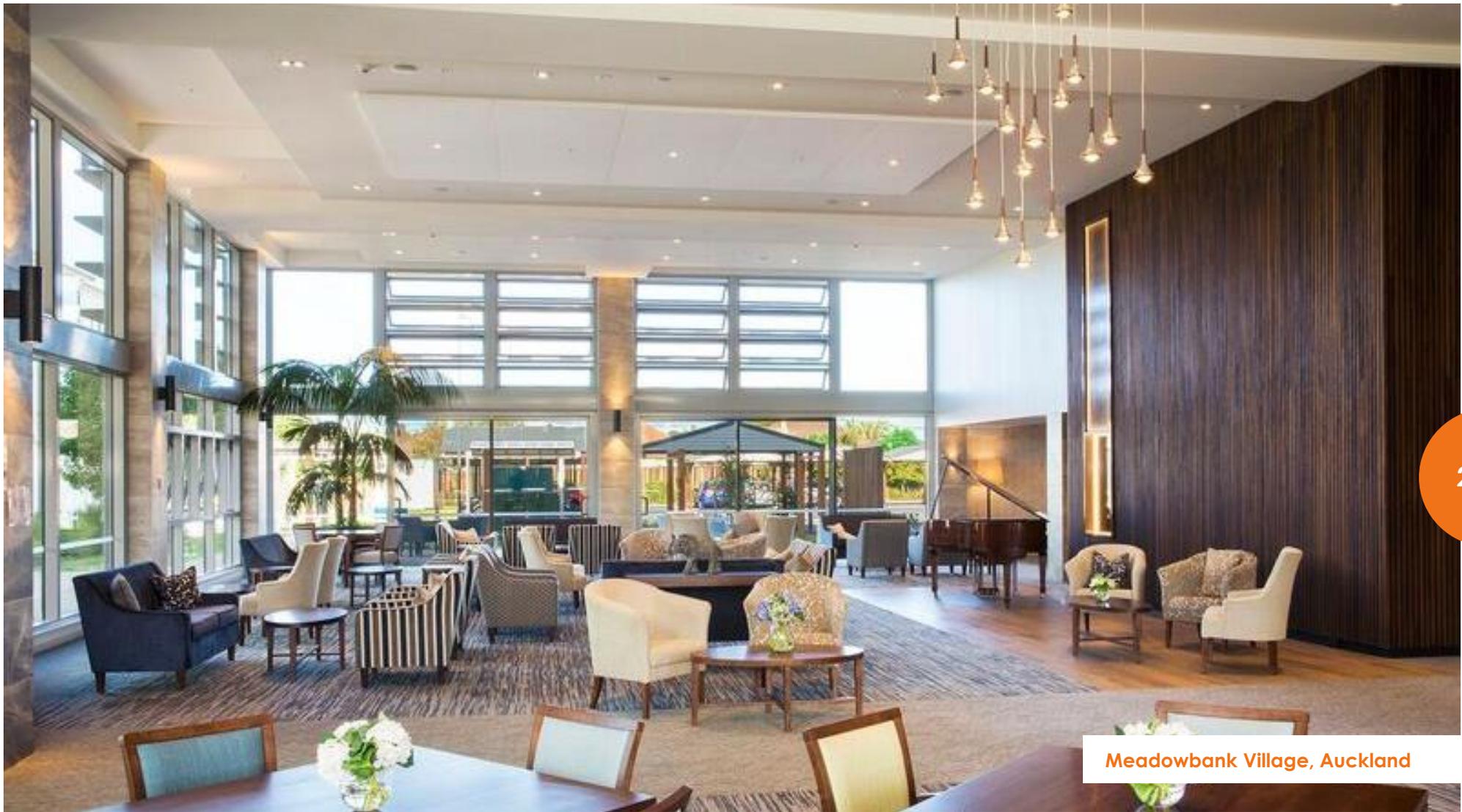
<b>JOB TITLE</b>	<b>General Manager of Nursing and Risk</b>
<b>JOB PURPOSE</b>	<p>This position is an integral role within Oceania's Executive team and is responsible for establishing and implementing all clinical and health &amp; safety strategies. It is a broad risk management role across a wide spectrum of activities within the business including Care, Village and Development. It is critical to the success of the role that the individual develops and maintains strong and trusted relationships with Oceania's key stakeholders, including the Ministry of Health, District Health Boards, Worksafe New Zealand and other associated Government agencies. The General Manager Nursing &amp; Risk must participate effectively as a key member of the Oceania Executive Management Team ensuring the value of Oceania's best practice clinical services is understood and transparent to residents, families, staff and external stakeholders.</p> <p>Specific purposes are as follows:</p> <ul style="list-style-type: none"> <li>• To drive innovation and thought leadership in developing best practice clinical and health &amp; safety strategies</li> <li>• To promote effective risk management through proactive engagement with facility managers and attendance at key management forums</li> <li>• To lead cultural change within the business so that staff are aware of, and embrace, workplace safety</li> <li>• To manage risks within aged-care facilities in order to improve both employee safety and resident care</li> <li>• To provide support, direction and leadership to the Clinical team</li> <li>• To lead the health &amp; safety team through the development and implementation of systems and processes that meet legislative requirements, support safe practices and drive effective employee engagement</li> <li>• To lead the training and educating of staff in all facets of risk management</li> <li>• To oversee the daily running of the Wesley Institute and lead the Advisory Board</li> <li>• Work closely and collaboratively across all business functions within Oceania</li> <li>• To contribute positively to Oceania's strategic plans</li> </ul>
<b>REPORTS TO</b>	CEO
<b>DIRECT REPORTS</b>	<ul style="list-style-type: none"> <li>• Clinical &amp; Quality Managers</li> <li>• Nurse Educator</li> <li>• Wesley School Manager and team</li> <li>• Relief BCM</li> <li>• GM Health &amp; Safety and HSE team</li> </ul>



<b>LOCATION</b>	Support Office, Auckland
<b>KEY RESPONSIBILITIES:</b>	
<b>Takes Ownership of the Business</b>	
<ul style="list-style-type: none"> <li>• Active member of the Executive Team delivering best practice lifestyle and care solutions to Oceania residents</li> <li>• Develops and maintains best practice clinical and health &amp; safety policies, practices and processes</li> <li>• Ensures that all Oceania facilities exceed the clinical safety requirements required by the DHBs/MOH</li> <li>• Ensures compliance with all applicable legislation, standards and codes of practice across all business activities</li> <li>• Takes responsibility for (and manages) the risk exposures of facilities</li> <li>• Attends appropriate internal and external stakeholder/networking meetings</li> <li>• Provides updates to the CEO on any clinical or health &amp; safety issues which may cause potential risk to the organisation</li> <li>• Ensures all reporting deadlines are met</li> </ul>	
<b>Leadership and Management</b>	
<ul style="list-style-type: none"> <li>• Demonstrates passion and enthusiasm, motivates, leads and empowers others to achieve organisational goals</li> <li>• Manages and directs the work activities and performance of reporting staff</li> <li>• Demonstrates the ability to use effective leadership styles to achieve results through people</li> <li>• Establishes annual performance objectives and training plans for each staff member and records what has been agreed/ completed</li> <li>• Plays a key role in the recruitment and retention of facility managers and the clinical team to ensure the achievement of business objectives</li> <li>• Actively coaches and mentors the clinical and H&amp;S team</li> <li>• Proactively promotes training and personal development across the business</li> <li>• Is professional at all times with internal and external customers</li> </ul>	
<b>Management of Service Delivery.</b>	
<ul style="list-style-type: none"> <li>• Partners with Operations Managers and Exec Team to ensure Clinical Care and Health &amp; Safety Plans are effectively implemented, leading to full compliance with all professional codes of practice, clinical standards and contractual and legal obligations</li> <li>• Champions a culture of continuous improvement and ongoing development of innovative care and wellbeing solutions</li> <li>• Proactively promotes the development of an environment that promotes resident safety, independence, quality of life and good health</li> <li>• Exceeds clinical and quality standards including appropriate management regarding internal and external audits and/or facility health checks so that Oceania maintains its industry leading position for clinical service delivery</li> <li>• Achieves four-year MoH certifications across all facilities within five years</li> <li>• Recognised as quality and innovative provider of care by achieving relevant awards both within aged care industry and at a national level</li> <li>• Responds to any resident, DHB, MoH, or Worksafe complaints in a professional and timely manner</li> <li>• Manages any other formal complaints to eliminate any risk to the business</li> <li>• Works collaboratively across the business to improve service delivery and staff safety</li> <li>• Oversees procurement decisions in clinical and Health &amp; Safety areas</li> </ul>	
<b>Personal Development</b>	
<ul style="list-style-type: none"> <li>• Demonstrates commitment to ongoing learning including attendance at international conferences relevant to the role</li> <li>• Maintains current annual practicing certificate with NZ Nursing Council</li> </ul>	
<b>Financial Management</b>	
<ul style="list-style-type: none"> <li>• Responsible for the management of the Clinical and health &amp; safety budgets</li> </ul>	

# Oceania Healthcare





Meadowbank Village, Auckland

2

# Business Overview and Strategy

SECTION 2

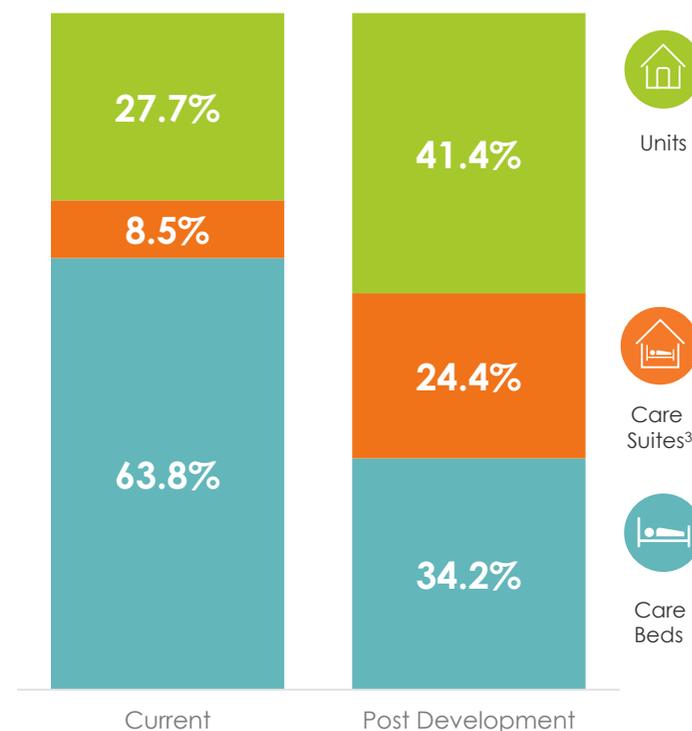
# Overview of Oceania

We are a “care focused” operator and developer of aged care facilities and retirement villages

## Current & future portfolio composition – Remaining “needs” focused

	 Care Beds	 Care Suites <sup>3</sup>	 Units	 Total
North Island	1,954	220	797	2,971
South Island	586	120	305	1,011
<b>Total Existing<sup>1</sup></b>	<b>2,540</b>	<b>340</b>	<b>1,102</b>	<b>3,982</b>
Development Pipeline <sup>3</sup>	0	867	1,262	2,129
Less Decommissions	(497)	(43)	(108)	(648)
Care Suite Conversions	(194)	156	(15)	(53)
<b>Net Development Pipeline<sup>2</sup></b>	<b>(691)</b>	<b>980</b>	<b>1,139</b>	<b>1,428</b>
<b>Total Post Development<sup>4</sup></b>	<b>1,849</b>	<b>1,320</b>	<b>2,241</b>	<b>5,410</b>

## Portfolio and landbank overview



1. Comprising 48 operating facilities and 3 undeveloped sites. Facility numbers as at 31 May 2018.
2. Current and planned developments
3. Includes 523 care studios which may be initially sold with a PAC, and may subsequently be sold under an ORA
4. Includes 276 care beds and 13 units that are classified as held for sale as at 31 May 2018 and are subject to a Sales & Purchase agreement. Refer to Appendices for movements in the portfolio from 31 May 2017.

# Our key business strengths

Our strength is our care focus and this will continue to differentiate Oceania moving forward

## AGED CARE

1

Recognised **leader** in **clinical care**

2

Clear **growth strategy** in **aged care**

3

Attractive **demographic trends and industry structure** – especially in the care segment



## DEVELOPMENT

4

Highly **cashflow and value accretive brownfield development** projects in key urban locations

5

Growing **development track record** and capability

## CORPORATE & GOVERNANCE

6

**Established** corporate **platform** with **strong governance**

# Summary of Oceania's investment proposition

Our business model supports a combination of dividend yield with long term growth

## Yield

- Total dividend of 4.70 cps for FY2018 – **4.20% yield (gross)** based share price of \$1.12 (13 July 2018)
- **Robust cash generation from:**
  - stable “needs-based” care service (80% sourced from government)
  - “annuity-like” DMF earnings from mature village portfolio.



## Growth



**Increase in portfolio** from ~4,000 to 5,400 units as brownfields sites redeveloped over approximately 7 years



**Transformation of care portfolio** through **premium charging** and **care suite** model (change from 34% of beds to 62%) over this period



**Development cashflows** from existing brownfields landbank - 61% already consented



**Trail income** from care earnings and **DMF** from developments