

Position Description

Chief Executive Officer

Boulcott Hospital

OVERVIEW

Boulcott Hospital (Boulcott) is the Hutt Valley's only private hospital with 35-year heritage. It is currently progressing further development that will solidify its position as a leading private hospital in the Wellington Region.

Rangatira acquired Boulcott in 2022, and is in the process of selling down 32% to practicing specialists. This returns the Hospital to New Zealand and specialist ownership, after over being owned by three different Australian owners over 12 years.

With this Rangatira also established a Board that includes shareholder representation, as well as independent directors with deep industry and hospital management experience.

This reflects Rangatira's belief in the attractiveness of the healthcare industry for long-term investment and its aspiration to establish Boulcott as a leading provider of private hospital and healthcare services in New Zealand.

The shareholders' aspiration requires financial and operational discipline while driving significant growth both organically and potentially through acquisition. This will be achieved initially through the execution of the existing brownfield development, increasing Boulcott's operating capacity.

In addition, Rangatira believes a strong commercial review of the existing Boulcott operations is necessary to ensure the existing business is sustainably optimised and additional revenue streams developed, balancing the current and future needs of all stakeholders (e.g., owners, suppliers, regulators, specialists, patients and local community) as well as return on capital.

Over time, Rangatira expects Boulcott to capitalise on further brownfield development opportunities on and around the existing site and region, as well as exploring partnerships across the industry and country – for this Boulcott needs to build its strategic, commercial and operational capability to identify, assess and lead the execution on such opportunities.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

Boulcott generates \$21 million revenue and employs more than 60 staff. Head office is located at Lower Hutt, Wellington.

On site facilities include:

- Specialist Centre accommodating over 40 consultants and visiting specialists
- Three operating theatres
- A fully equipped endoscopy suite, with its own recovery area
- A day surgery suite
- Pacific Radiology

Offsite facilities include

- Kapiti Consulting Rooms
- Five Rivers Consulting Rooms

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CEO PROFILE

The CEO will have the experience and mana to partner with the Board, shareholders, specialists and employees across the Private Healthcare sector to build a superior Healthcare asset that serves the Wellington region over a 5-to-10-year timeframe.

As such the CEO will most likely have experience within the healthcare industry - most likely as part of the senior management of a significant public or private hospital. They are understanding of complex market structures, with a track record of identifying and delivering significant value creation.

They must be well informed about emerging industry technologies and have a track record of innovation. They will have established joint venture partnerships and undertaken M&A. They will have led a business or business unit with full P&L responsibility of similar scale and complexity to Boulcott, with a track record of shareholder value creation. They will have a strong grasp of the financials, as well as 'licence to operate' the social and environmental factors impacting a healthcare provider and have proven judgement on matters of strategic risk and performance.

They will have the intellectual horsepower to be able to understand the complexities and opportunities across the entire New Zealand healthcare sector and their intersection with regulatory and political settings.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Performance Competencies

Setting Strategy

- The ability to create and articulate an inspiring vision for the organisation. Candidates are likely to have the inclination to be a 'step-ahead' in terms of envisaging strategic options and plans.
- They will have a strong grasp of the financials, as well as 'license to operate' social and environmental factors; and have proven judgement on matters of strategic risk and performance.
- The inclination to seek and analyse data from a variety of sources to support decisions and to align others with the organisation's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organisation and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organisation is capable of handling, to create realistic goals and implementation plans that are achievable and successful. In short, they will be able to prioritise strategic effort.
- They should be able to align people with the strategy.

Executing for Results

- He/she will set clear and challenging goals while committing to improved performance; tenacious and accountable in driving results. They are likely to display a sense of urgency and drive to achieve best-in-class organisational performance.

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- Will ensure that decisions are thoroughly tested, with appropriate analysis and expertise. This includes the ability to make well-considered and significant commitments.
- Seeks input from others to foresee possible threats or unintended circumstances from decisions.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- Prioritise, delegate, follow through and holds people accountable. Encourages the team to be resourceful and innovative in finding alternative solutions, in the face of setbacks.
- They will understand the importance of 'keeping the lights on' and consistent delivery of commitments.
- Able to act in a transparent and consistent manner while always considering what is best for the business, its shareholders and the community within which it operates.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- Is an experienced and active negotiator.
- A leader who is self-reflective and aware of his/her own limitations; leads by example and drives the business's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the business.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Able to connect with and build rapport with people from the Board, right through the company, customer and partner organisations, as well as with government, regulators and the local community.
- They will have the skills and empathy to build and maintain relationships with the local community in an authentic and genuine manner.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, their vision for the business and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Personal Characteristics

- Unquestioned reputation for integrity, with an ability to engender trust.
- While decisive has good listening skills and willingness to engage with diverse stakeholders.
- Inspirational, and able to achieve outcomes through others.
- Believer in straightforward communication, and open, frank relationships with the leadership team, Board and stakeholders.
- Significant energy and stamina.

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POSITION DESCRIPTION

The CEO will direct and lead the Company to achieve profitable and sustainable growth, building a strong internal culture and reputation for Boulcott as a leading private hospital in New Zealand.

The CEO is responsible for ensuring the long-term financial viability of the entity, including achieving and optimising sustainable yield and value growth through the effective leadership of the company, maximizing return on the company’s long-term assets, while further growing the company through strategies beyond the current business.

The CEO is also accountable for day-to-day affairs, performance and management of the Company, as well as driving appropriate performance accountability through other layers of management.

KEY RELATIONSHIPS

Reports to Board of Directors

Direct reports Finance Manager
Business Manager
Head Nurse
Head of Theatre
Executive Assistant

Other key relationships Key stakeholders including partners and customers
All practising and potential Specialists
Southern Cross Insurance and other health insurers
Accident Compensation Corporation
Hutt Valley & Capital Coast DHBs and their successors with current health reforms underway
NZNO
Key Suppliers
NZPSHA
Construction partners and consultants involved in brownfields development

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KEY RESPONSIBILITIES

Strategy

- Provide strategic organisational and business leadership to the Company that differentiates it from the competition

Executive

- Develop a capable and cohesive Executive team to lead the Company and develop a strong companywide performance-based culture.
- In conjunction with the Board, develop a clear, longer term strategic plan for the Company and implement appropriate business objectives and operational plans that are consistent with the strategy and include measures of performance.
- Develop and lead the implementation of annual business plans, operational budgets and business objectives in conjunction with the executive management team.
- Establish and lead an inclusive, supportive and outcomes focused culture within the Company.
- Always ensure full compliance with relevant legislative requirements for the Company and all industry and ethical standards.
- Establish appropriate lines of control and delegate responsibilities as appropriate.

Board

- Presentation of strategic plans and annual business plans to the Board on an agreed schedule for approval.
- Regular and comprehensive reporting in a timely manner to the Board on short- and longer-term business plan performance and risk management on an agreed scope and schedule.
- Promptly and fully informing the board of any material matter that may impact the Company and its performance, including but not limited to financial matters, personnel, resourcing, legislative change, industry trends and litigation.

Finance and Administration

- Ensure that all contractual arrangements entered on behalf of the Company are in its best interests and enhance its sustainability.
- Ensure the soundness and propriety of financial transactions, contractual arrangements, insurances and capital projects within the authority level set by the Board from time to time.
- Establishment of an appropriate delegation of authority structure across the Company.
- Efficient and effective management of assets and income consistent with agreed budget allocations, investments and reserving strategy, established procedures and audit/legal requirements.

Advocacy and Representation

- Ensure the building of relationships between the company and its customers, major suppliers, industry and relevant Local and National Government agencies.
- In conjunction with other senior management, be the public face of the organisation, representing the organisation in negotiations, at conventions, seminars and official occasions.

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Human Resource Management

- Implement strategies for building and retaining an enthusiastic and customer focused team to meet our company vision and values.
- Build on the shared vision of what the Company needs to become and develop/align and institutionalise the organisations capability and culture with that vision
- Ensure the development and maintenance of all staff, consistent with operational policies and procedures and contemporary human resource management practices.
- Develop succession plans in consultation with the Board to ensure minimal impact of resignation of key employees.
- Ensure timely review of staff performance and provide appropriate and adequate training for all staff.

Occupational Health and Safety

- Establish appropriate occupational health and safety policies and practices, that are fully consistent with relevant legislation.
- Ensure that OH&S policies and procedures are adhered to all times, and that staff is supported in their efforts to do so.

Quality and Best Practice

- Ensure the Company takes a leadership role in, and is constantly abreast of, the current best practice in the relevant fields.
- Ensure that the organisation does not ever compromise that which is best practice.