

Position Description

Position title:	Chief Experience Officer (CXO)
Department:	Executive
Classification:	Group 2
Agreement:	Health Executive Employment and Remuneration (HEER) Policy
Reporting to:	Chief Executive Officer

About us

Located in Melbourne on the traditional lands of the Wurundjeri people of the Kulin Nation, the Royal Women's Hospital is Australia's first and leading specialist hospital for women and newborns. We offer expertise in maternity services, neonatal care, gynaecology, assisted reproduction, women's health and cancer services. We advocate for women's health in areas that have long been overlooked or stigmatised, including abortion, endometriosis, family violence, female genital mutilation, menopause, women's mental health, sexual assault and substance use in pregnancy.

Our vision, values and declaration

The Women's vision, values and declaration reflect our promise to our patients and consumers, and articulate our culture and commitment to our community and each other.

Our vision is '**Creating healthier futures for women and babies**'. Our values are:



Courage



Passion



Discovery



Respect

The Women's declaration reflects the principles and philosophies fundamental to our hospital, our people and our culture.

- **We are committed to the social model of health**
- **We care for women from all walks of life**
- **We recognise that sex and gender affect health and healthcare**
- **We are a voice for women's health**
- **We seek to achieve health equity**

Our commitment to inclusion

The Women's is committed to creating and maintaining a diverse and inclusive environment which enhances staff and consumer wellbeing, and nurtures a sense of belonging. We strongly encourage anyone identifying as Aboriginal and/or Torres Strait Islander to join us. We offer a range of programs and services to support First Nations employees. We invite people with disability to work with us, and we welcome anyone who identifies as linguistically, culturally and/or gender diverse, people from the LGBTQIA+ community and people of any age.

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About the department/unit

The CXO provides management and leadership to the Experience and Culture Directorate which includes two specialist teams:

- People & Patient Experience: feedback, partnership, consumer health information, patient and visitor services, organisational development, equity, inclusion & belonging.
- People, Culture and Wellbeing: employee relations, industrial relations, occupational health and safety and wellbeing, business partnerships, people operations, workforce data and reporting, strategic workforce planning.

Position purpose

The CXO is responsible for providing strategic leadership and direction that intentionally connects how patients experience care and how staff experience work. This is done by ensuring the Human Experience (HX) is integrated, embedded, monitored and continuously improved to enable safe, high-quality patient care. The role holds enterprise accountability for the People, Culture & Wellbeing strategy and operating model that fosters a high-performing, engaged workforce. This includes accountability for ensuring the Women's operates effectively within a complex regulatory and industrial environment.

The CXO holds enterprise accountability for advancing equity, inclusion and belonging across workforce and patient experience, ensuring organisational systems, services and outcomes address structural inequities and deliver culturally safe, inclusive care.

The CXO reports to the Chief Executive Officer and works directly with the Executive and Senior Leadership Team to leverage patient and staff feedback, technology (including Artificial Intelligence) and data (workforce and clinical) to deliver the Women's Strategy and achieve organisational outcomes.

Key responsibilities

Strategic Leadership

- Lead the Women's People & Culture strategy, aligning workforce, capability, culture and leadership and clinical priorities.
- Provide executive oversight of industrial relations, employee relations and workforce risk, ensuring compliance and consistency and proactive issue management
- Ensure structures, roles and accountabilities support current and future models of care
- Ensure equity, inclusion and belonging are embedded as core design principles across workforce strategy and models of care.
- Address structural and systemic inequities impacting both workforce and patient outcomes
- Integrate and embed HX into the execution of the Women's strategic plan
- Ensure the design of services, workplaces and models of care reflect a deep understanding of diverse patient and workforce needs.
- Champion a human-centered design approach that connects clinical experience, service delivery and workforce experience
- Partner with Executive colleagues to align priorities with:
 - Clinical excellence and safety
 - Workforce strategy and culture
 - Digital and AI transformation

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- Align organisational design, workforce capability, and experience priorities to future health and service needs.
- Lead experience-led transformation initiatives that improve care delivery, access and outcomes.
- Lead the development of the Women's Strategic Workforce Planning methodology and delivery of Strategic Workforce Plans to ensure the Women's has the workforce needed in the future.
- Act as a trusted advisor to the CEO and Executive on workforce strategy and risk.

Partnerships

- Build targeted, strategic alliances and partnerships to improve health outcomes for Women.
- Lead the Women's consumer partnership approach, ensuring the voice of patients and staff, particularly from communities less heard, to shape service design, delivery and improvement.
- Contribute to organisational, local and health system improvement by building strategic relationships with key stakeholders including government, Department of Health, Universities, Local Health Services Network partners and other Health Services.
- Influence system-level priorities through partnerships to advance health equity

Building a sustainable organisation

- Ensure core People & Culture systems (performance, conduct, development, workforce governance) are contemporary, effective and aligned to experience and performance outcomes.
- Oversee workforce governance including policy frameworks, compliance and risk management.
- Foster a high-performance culture underpinned by accountability, inclusion, and employee engagement.
- Design and lead an integrated experience system that:
 - Connects staff and patient experience to organisational performance
 - Aligns initiatives across People, Culture & Wellbeing, People & Patient Experience and service delivery.
- Establish HX as a system capability, not a program of work.
- Enable leaders to create environments that lead to sustainable performance, compassion and resilience
- Initiate and implement actions to improve financial effectiveness within the Experience and Culture Directorate
- Review the cost effectiveness of programs and suppliers and initiate and implement actions to improve productivity and services within the Women's
- Ensure compliance with legislative, regulatory and policy requirements

People, Culture and Wellbeing

- Lead enterprise approaches to talent acquisition, retention and workforce capability development
- Oversee performance and development frameworks that enable accountability, growth and high performance

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- Lead the development and execution of a contemporary workforce strategy, including capability building, succession planning, and organisational design.
- Ensure robust approaches to managing conduct, performance and complex workforce matters.
- Oversee workplace investigations, performance management, and sensitive employee matters with integrity and procedural fairness
- Drive initiatives that enhance employee experience, wellbeing, and retention.
- Shape a culture where staff feel valued, safe and empowered to deliver exceptional care experiences
- Ensure equitable access to opportunity, development and leadership pathways
- Drive diversity across leadership and critical workforce segments aligned to community representation
- Champion a holistic approach to workforce wellbeing that supports the emotional, psychological and physical needs of all staff as an enabler of patient safety, Human Experience and clinical outcomes.
- Shape leadership capability to role model compassionate and inclusive behaviours
- Equip leaders to understand and act on the connection between workforce experience and patient outcomes.
- Build organizational capability in human-centered design

Digital & Technology-Enabled Experience

- Leverage digital platforms, AI and emerging technologies to enhance both patient and employee experience and outcomes
- Advance digital patient experience (e.g. access, communication, navigation of services, information sharing) and digital employee experience (e.g. recruitment and onboarding, navigation of support services, wellbeing, learning and development)
- Partner with digital teams to ensure systems are safe, ethical, intuitive, connected and human-centered

Equity, Inclusion and Belonging

- Lead the Equity, Inclusion and Belonging strategy, including delivery of priority initiatives such as the Disability Action Plan.
- Establish frameworks, targets and measures to track progress on equity across workforce and patient outcomes
- Provide advice to the CEO, Executive and Board on Equity, Inclusion and Belonging risks, priorities and opportunities
- Lead enterprise strategies to eliminate discrimination, bias and structural barriers within workforce and patient systems

Insights, Data and Continuous Learning

- Establish a unified experience measurement framework across patient and workforce domains to improve the HX.
- Integrate data from a variety of sources including patient and staff feedback, safety indicators, and clinical outcomes to generate actionable insights.

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- Ensure patient and workforce data is disaggregated to identify inequities in experience, access and outcomes.
- Establish equity-focused metrics and dashboards to inform decision-making and accountability
- Partner with clinical leaders to ensure experience is embedded in models of care and quality improvement
- Design and deliver innovative solutions to improve health outcomes,
- Drive innovation and cultural change throughout the Women's to enhance accountability and promote best use of resources.
- Embed continuous listening practices for both patients and staff to inform improvement and innovation.

Key Performance Indicators (KPIs)

KPIs are how you will be measured as meeting the responsibilities of the position. These will be set with you as part of your Performance Development Plan within the first six months of your appointment to the position.

Key selection criteria

Essential:

- Senior executive experience in a complex health, academic, public or purpose led organisation
- Proven executive leadership across patient experience, people, culture & wellbeing, and service transformation
- Proven experience in large-scale complex, organisation-wide transformation in service delivery environments
- Authentic, inclusive leadership style that builds trust, capability and high performance
- Ability to influence across clinical, operational and corporate domains
- Strong capability in insights, measurement and continuous improvement
- Appropriate tertiary qualifications (postgraduate)

Desirable:

- Experience and understanding of the working of Government at all levels, both ministerial and bureaucratic.
- Experience leveraging digital technologies and data to improve patient and workforce experience
- Demonstrated leadership in building inclusive cultures and embedding equity and belonging as a driver of performance and safety
- Expertise in human-centered design methodology

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Organisational relationships

Internal relationships

- Board Chair and Directors
- Chief Executive
- Members of the Executive and Senior Leadership Teams
- Consumer representatives
- All staff, volunteers
- Patients and consumers

External relationships

- Department of Health
- Safer Care Victoria
- Local Health Services Network partners
- University of Melbourne and LaTrobe University

Direct reports: 3
Indirect reports: 46 FTE
Budget responsibility: \$7.1 Million

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Inherent requirements

Inherent requirements are the essential tasks and activities that must be carried out in order to perform this role, including with adjustments. The Women's is committed to providing workplace adjustments that support all people to work with us. We welcome you to discuss any adjustments with the manager of this role during the recruitment process or at any time during your employment, as we acknowledge and understand circumstances can change. You can also request a copy of our workplace adjustments procedure for more information.

Physical demands	Frequency
Shift work – rotation of shifts – day, afternoon and night	Not applicable
Sitting – remaining in a seated position to complete tasks	Constant
Standing - remaining standing without moving about to perform tasks	Rare
Walking – floor type even, vinyl, carpet,	Occasional
Lean forward/forward flexion from waist to complete tasks	Rare
Trunk twisting – turning from the waist to complete tasks	Rare
Kneeling – remaining in a kneeling position to complete tasks	Not applicable
Squatting/crouching – adopting these postures to complete tasks	Not applicable
Leg/foot movement to operate equipment	Not applicable
Climbing stairs/ladders – ascending and descending stairs, ladders, steps	Rare
Lifting/carrying – light lifting and carrying less than 5 kilos	Rare
– Moderate lifting and carrying 5 – 10 kilos	Not applicable
– Heavy lifting and carrying – 10 – 20 kilos.	Not Applicable
Push/pull of equipment/furniture – light push/pull forces less than 10 kg	Rare
– moderate push / pull forces 10 – 20 kg	Not applicable
– heavy push / pull forces over 20 kg	Not Applicable
Reaching – arm fully extended forward or raised above shoulder	Rare
Head/neck postures – holding head in a position other than neutral (facing forward)	Rare
Sequential repetitive actions in short period of time	
– Repetitive flexion and extension of hands wrists and arms	Occasional
– Gripping, holding, twisting, clasping with fingers/hands	Frequent
Driving – operating any motor-powered vehicle with a valid Victorian driver's license.	Not Applicable
Sensory demands	Frequency
Sight – use of sight is integral to most tasks completed each shift	Constant
Hearing – use of hearing is an integral part of work performance	Constant
Touch – use of touch is integral to most tasks completed each shift	Constant
Psychosocial demands	Frequency
Observation skills – assessing/reviewing patients in/outpatients	Constant
Problem solving issues associated with clinical and non-clinical care	Constant
Working with distressed people and families	Rare
Dealing with aggressive and uncooperative people	Rare
Dealing with unpredictable behaviour	Rare
Job demands – high workload, tight deadlines, and competing priorities	Frequent
Exposure to traumatic or distressing content or situations – including handling sensitive information arising from patient records, patient care activities, incident reports, adverse events, or investigations of adverse events.	Occasional
Role specific considerations Support is available for staff exposed to psychological risks. Any adjustments that may be required can be discussed with your manager.	
Definitions used to quantify frequency of tasks/demands as above	
Prolonged/constant	70 – 100 % of time in the position
Frequent	31 – 69 % of time in the position
Occasional	16 – 30% of time in the position
Rare	1 – 15% of time in the position
Not applicable	0% of time in the position

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Employee awareness and responsibilities

- Employees are required to be aware of, and work in accordance with, hospital policies and procedures.
- Employees are required to identify and report incidents, potential for error and near misses, to improve knowledge systems and processes and create a safe environment for staff and patients.
- Employees agree to provide evidence of a valid employment Working with Children Check and provide complete details for the Women's to undertake a Nationally Coordinated Criminal History Check (NCCHC).
- Our vision is a future free from violence and discrimination in which healthy, respectful relationships are the norm. The Women's expects all staff to contribute to a culture that promotes and supports diversity, equity, respect and inclusion.
- The Women's provides pregnancy termination services as part of its public health responsibility to provide safe health care to women.
- We are committed to the safety, wellbeing and empowerment of all children and young people. We prioritise an environment where children are protected and heard. We commit to safeguarding the social and emotional wellbeing of First Nations children, understanding that their connection to country, culture, kin and community is critical to their safety.

Vaccination requirements

As this role has limited direct physical contact with patients and clinical environments, employees are required to be vaccinated against or demonstrate immunity to influenza, COVID-19, whooping cough (pertussis), chicken pox and MMR (measles, mumps, rubella).

Employment with the Women's is conditional upon the provision of satisfactory evidence of vaccination and/or screening, and we may withdraw an offer of employment if the required evidence is not provided at least five business days prior to the intended start date.

Declaration

By accepting this position description electronically I confirm I have read, understood and agreed to abide by the responsibilities and accountabilities outlined.

Developed date: June 2026

Developed by: Chief Executive Officer

Date of next review: June 2027

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