

POSITION DESCRIPTION

Position Title	Group Director, Identity & Mission
Reports to (Title)	Chief Executive
Department	Executive
Position Location	154 Wattletree Road Malvern
Award/Agreement	Salary & Conditions in accordance with Contract of Employment
Delegation of Authority Level	1

Organisation

Cabrini Australia is a Catholic organisation inspired by the charism of the Missionary Sisters of the Sacred Heart of Jesus, founded by Saint Frances Xavier Cabrini. Cabrini operates multiple businesses across its sites delivering inpatient healthcare, community services, research, technology and philanthropy. All are focused on person-centred care and grounded in our values of respect, integrity, courage and compassion.

Position Summary & Role Purpose

The Group Director, Identity & Mission (GDIM) is a senior executive leadership role responsible for ensuring Cabrini Australia's Catholic identity, mission, and values permeate all aspects of organisational culture, operations, and influence its strategic direction.

The purpose of the role is to foster an environment where the charism of St Frances Xavier Cabrini and the healing ministry of Jesus Christ are lived out in the workplace.

The GDIM drives and supports organisational transformation ensuring mission alignment and integration, ensuring Cabrini remains responsive to emerging challenges in healthcare delivery, technology, and societal change including in Catholic healthcare ethics. Advancing social justice and inclusion in the workplace and advocacy for vulnerable populations are also a priority for the GDIM.

Key Result Areas

1. Key Responsibilities, Outcomes and Activities

1.1 Mission Leadership and Strategy

- Lead in a way that integrates Cabrini's Catholic identity and mission across all functions in the organisation
- Report to and advise the Executive and Board on matters relating to Catholic identity, mission alignment and integration, and ethical integrity
- Ensure frameworks for discernment and decision-making align with Cabrini's charism, ethic of care and Catholic teaching
- Maintain strong working relationships with the Missionary Sisters of the Sacred Heart of Jesus (the Sisters), Catholic Health Australia and diocesan authorities and represent Cabrini as necessary in forums, networks and collaborative initiatives
- Participate in the preparation and future planning for changes to canonical governance of Cabrini Australia

1.2 Formation and Mission Education

- Provide executive oversight of formation and mission education across all Cabrini sites including:
 - design and deliver onboarding and induction programs that introduce new staff to Cabrini's identity, mission, values and ethic of care
 - design and deliver formation programs that invite every person to a deeper understanding of Cabrini's identity, the Cabrinian charism and spirituality in the context of Catholic healthcare, especially through *Cabrini Conversations*
- Develop pathways and resources that sustain a culture of continuous formation within workplace learning
- Preserve Cabrini Australia's clear link to the Sisters and to Mother Cabrini's legacy, especially through the annual Mother Cabrini Awards and the biennial Codogno Pilgrimage

1.3 Pastoral and Spiritual Care

- Provide executive oversight of pastoral and spiritual care and bereavement services across Cabrini
- Collaborate with chaplains and pastoral practitioners to embed holistic person-centred, culturally sensitive care
- Ensure accessible, high-quality pastoral, spiritual and bereavement support for patients, clients, families, and staff of all faiths and no faith
- Maintain policies and practices that honour the spiritual dimension of healing in ways that give expression to the commitments within Cabrini's ethic of care

1.4 Ethical Leadership

- Ensure Cabrini's ethic of care complies with *the Code of Ethical Standards for Catholic Health and Aged Care Services in Australia (The Code)*
- Chair or participate in relevant committees, working groups, and advisory bodies locally and sector-wide that operationalise The Code
- Provide support and guidance on complex ethical issues and emerging challenges in Catholic healthcare, research, clinical innovation, and organisational operations
- Ensure Cabrini's response to challenges, crises, pandemics, or emergencies remains ethically sound

1.5 Social Justice, Advocacy and Inclusion

- Influence Cabrini's social justice agenda and advocacy for vulnerable and marginalised populations especially:
 - delivery of care that is inclusive, culturally safe and trauma-informed
 - initiatives supporting Reconciliation, First Nations health and employment
 - initiatives that address barriers to healthcare access for asylum seekers and refugees
- Ensure Cabrini policies and practices reflect commitment to justice, dignity, and the preferential option for the poor

1.6 Resource Management

- Budget – responsibly oversee budgets for mission integration and pastoral services to ensure alignment with Cabrini's strategic priorities
- Staffing – ensure staffing in mission integration and pastoral services is balanced to manage workload, foster wellbeing and prioritise safety
- Sustainability and efficiency – identify opportunities in all areas to maximise impact and minimise waste

2. **Work Health and Safety**

Cabrini is committed to providing facilities and services which minimise the risk of physical and psychosocial harm to our workforce, patients, clients and visitors, so far as is reasonably practicable.

To achieve this, managers are required to implement, in consultation with their employees, the components of Cabrini's work health and safety management systems (the collection of policies, procedures, guidelines, other related documents and resources) to control the hazards that their employees, and any other person exposed to the work they do, may face. The WHS management system enshrines a risk management approach to managing hazards. For any hazards not explicitly covered in the WHS management system, managers are required to assess and control hazards as outlined in the WHS Risk Management Procedure.

Employees are responsible to work in a way that protects their own health and safety and that of others who may be affected by their actions. This includes following the policies and procedures from the WHS management system that apply to their work, any local processes and instructions from their manager regarding how work is to be performed. Employees are responsible to report hazards, incidents and injuries to their manager.

The Cabrini WHS Department facilitate the ongoing development and review of the WHS management system, build the capability of managers to assess and manage wellbeing, hazards, incidents and injuries and provide advice and support in the management of these areas.

The Cabrini Work Health and Safety Responsibilities Procedure defines the responsibilities of employees at all levels of the organisation – Chief Executive; Group Directors; General Managers; Managers; those with specified work health and safety responsibilities; and all other employees. Please refer to the procedure for more details of the responsibilities associated with your role.

3. **Safety and Quality**

It is the responsibility of all staff at Cabrini to ensure that they provide safe high quality care to our patients, clients and service users. Safe care means accepting individual and shared responsibility as well as compliance with the Cabrini policies and protocols by all staff.

4. **Child Safety**

Cabrini complies with the Victorian Child Safe Standards, as updated in 2022. All children who come to Cabrini have a right to feel and be safe. Cabrini policies and practices aim to keep children safe from harm. All Cabrini staff must comply with all policies as amended from time to time including the following:

- Child safe organisational framework
- Child safety code of conduct
- Child safety reporting policy and procedure

Organisational Relationships

- Reports directly to the Chief Executive
- Maintains a close collaborative working relationship with the Cabrini Executive, Cabrini Australia Board through its Mission, People and Remuneration Committee

Committee Membership

The Group Director Identity & Mission will participate as an Executive sponsor, Chair or member of the following committees:

- Relevant external committees as a representative of Cabrini as directed by the Chief Executive
- Internal committees:
 - Mission, People and Remuneration Committee (Cabrini Board)
 - Cabrini Executive

- End of Life Care Committee
- Reconciliation Action Plan Working Group
- Work Health and Safety Committee
- Mission Committees at individual Cabrini sites
- Cabrini Pride Network

Staff Development

The Group Director Identity & Mission will demonstrate a commitment to personal and professional development of self and staff by:

- Maintaining their own skills, knowledge and learning disposition
- Contributing to Cabrini's professional development programs as required
- Participating in professional development programs and conferences
- Remaining up to date with Cabrini's human resource and workplace safety practices
- Participating in performance reviews in accordance with Cabrini policy

Key Result Areas

The GDIM will be evaluated on:

- Mission Integration: demonstrable deepening of mission integration across the organisation measured through observable cultural indicators, staff engagement surveys and mission impact assessments
- Formation Reach: participation rates and qualitative evaluations of formation programs across all staff cohorts
- Stakeholder Engagement: observable quality of relationships with key stakeholders including the Sisters, Catholic Health Australia, diocesan authorities, local parishes, and mission-aligned organisations
- Ethical Integrity: timely, high-quality ethical support, guidance and resolution of complex ethical issues (clinical and non-clinical)
- Social Justice Outcomes: impact of advocacy, progress on health equity initiatives and success of initiatives to support vulnerable populations
- Organisational Culture: staff engagement scores related to identity, values and understanding of mission as shared purpose as they impact workplace culture
- Innovation: new initiatives that shape and advance formation and mission education in contemporary context across Cabrini
- Compliance: maintenance of ethical standards, safeguarding requirements, and regulatory compliance

Competencies, Qualifications & Experience

The GDIM is an inclusive and spiritual leader with business and strategic acumen. They will possess the personal and professional competencies needed to ensure Cabrini remains faithful to its identity while thriving in modern healthcare. These competencies span theology, ethics, leadership, and strong interpersonal skills—anchored in a deep commitment to service and compassion.

ESSENTIAL

Competencies

- Collaborative leader who builds strong partnerships with executives, clinicians and colleagues and promotes collective responsibility for mission outcomes.
- Strategic leadership that articulates and aligns the centrality of mission to organisational strategy.
- Ability to clearly articulate Catholic teaching and Cabrini charism and integrate them into organisational culture.
- Capacity to design and lead formation and mission education programs that nurture spiritual and ethical reflection among staff.

- Can safeguard mission integrity in the management of change and innovation.
- Competence in applying Catholic ethical thinking to the complexity of modern healthcare.
- Interpersonal and pastoral skills that foster a supportive staff environment and a compassionate presence to the community.
- Sensitivity to diverse staff and patient populations in respecting cultural and religious diversity.
- Skilled and effective in articulating mission values to internal and external stakeholders.
- Demonstrates personal integrity and spiritual maturity.

QUALIFICATIONS & EXPERIENCE

- Tertiary qualifications in Catholic theology, leadership, ministry, ethics or a related area
- Experience at a senior management level in a Catholic or mission-based organisation

Conditions of Employment

Salary and conditions in accordance with the Cabrini Contract of Employment

Cabrini Mission, Values and Behaviours that Matter

Our Mission

WHO WE ARE

We are a Catholic healthcare service inspired by the spirit and vision of Mother Cabrini and the Missionary Sisters of the Sacred Heart of Jesus.

WHAT WE BELIEVE

We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

WHAT WE DO

We provide excellence in all of our services and work to identify and meet unmet need.

Our values

Our values form the base of our mission, are built around what we believe and drive how we act. They are drawn from Mother Cabrini's life and reflect her heart, her spirit, her conviction and her approach.

Compassion

Our drive to care is born of a heartfelt compassion for those in need, motivated by God's love for all people, not only our professional duty to provide excellent quality care.

- We care deeply about each and every person we serve
- We respond willingly and positively to help meet the needs of those around us
- We put people first as we look to provide extra support and care, beyond our professional duties
- We promote a sense of belonging and community.

Integrity

We believe in the power of hope to transform people's lives and remain faithful to the bold healing mission and legacy of Mother Cabrini.

- We remain true to our beliefs at all times – our mission and values are non-negotiable
- We are welcoming, hospitable and find comfort and motivation in the context of God's all-inclusive love
- We look for the good in each other and recognise each person's contribution as we work together to provide the best possible experience for our patients, clients and their families
- We are honest and reliable, making decisions that are consistent with our mission and taking responsibility for our own actions.

Courage

We have the strength, determination, vision and conviction to continue the work of Mother Cabrini and the Missionary Sisters.

- We care for the whole person – spiritually, physically and emotionally – creating an environment of hope and healing

- We rise up to challenges and opportunities, meeting them with an open mind and a positive attitude
- We maintain the courage of our convictions and express our values through our actions
- We continually look beyond our current services to help support and engage with those who are marginalised.

Respect

We believe that every person is worthy of the utmost respect and the best possible healthcare. We know that our resources are entrusted to us to use for the benefit of others.

- We uphold the worth and dignity of all people, regardless of gender, race, age, ability and social position and treat them with courtesy, respect, equality and justice
- We respect ourselves, our colleagues and the excellence of the services we deliver
- We identify and respond to emerging healthcare needs in our community
- We manage our resources wisely and actively seek to minimise our impact on the environment.

Behaviours that matter

Our values are displayed in the way in which we behave in every interaction – with each other, with our patients and clients, with their families and carers, and with visitors and other customers.

The behaviours that matter have been identified through consultation with staff. They are the minimum standard expected for all who work at Cabrini (employees, volunteers and accredited staff). They describe the organisational culture that we think is fundamental to our mission to “provide excellence in all of our services”.

Unacceptable behaviours have also been identified and described as follows. These behaviours are inconsistent with our values, have a detrimental effect on others and prevent us from achieving our mission and quality goals. If you experience or witness these behaviours, please speak up. If you are unable to address the issue yourself, advise your manager, another senior member of staff or People and Culture.

We are committed to safety and quality:

Behaviours that matter	Unacceptable behaviours
We put patient/resident safety first	We are careless, impulsive or take unnecessary risks that may cause harm to patients/clients
We ask questions to understand the problem	We jump to conclusions and look for someone to blame
We admit when we make a mistake and seek a solution	We try to cover up or make excuses for mistakes
We look for opportunities to improve our care and services	We resist or sabotage change
We speak up when we see behaviour that is inconsistent with our values	We encourage or participate in poor behaviour

We are here to provide service:

Behaviours that matter	Unacceptable behaviours
We greet everyone warmly	We are rude or discourteous
We are always kind and caring	We are arrogant or demeaning
We give our full attention to the person speaking to us	We are distracted, impatient or dismissive
We communicate openly, sensitively and in a timely manner	We are dominating, abrupt or sarcastic

We work together to achieve the best outcome:

Behaviours that matter	Unacceptable behaviours
We are quick to offer help without waiting to be asked	We refuse to help even when it is clearly required
We share information readily to promote the best care and services	We withhold information or are competitive to the detriment of others
We do as we say we will	We are unreliable or inconsistent
We encourage and support each other	We berate or humiliate others
We give praise for a job well done	We are excessively critical or devalue the contributions of others

We exhibit a positive attitude:

Behaviours that matter	Unacceptable behaviours
We approach our day with energy and enthusiasm	We are negative or apathetic
We look for the best in people	We are judgemental and put others down
We take pride in our personal appearance	We look dishevelled, dirty or have offensive personal odour

We want to build a just and sustainable community:

Behaviours that matter	Unacceptable behaviours
We treat each other fairly	We are hostile or abuse our power
We use our resources responsibly	We are wasteful or extravagant
We consider the environmental impact of all we do	We are thoughtless or careless

APPROVAL

The above statements are intended to describe the general nature and level of work being performed by the incumbent of this role. This document may be revised or updated at any time in line with role, and/or organisational changes. Any such changes will be communicated with the appointed person.

I certify that this position description is an accurate description of the responsibilities assigned to the role

Authorised:

Sue Williams
Chief Executive | Cabrini Australia Ltd

Date