

## 1. General Information

<b>Position Title:</b>	<b>Director, Data &amp; Decision Support</b>
<b>Division/Department:</b>	Group Strategy
<b>Position Reports to:</b>	Director, Group Strategy
<b>Enterprise/Individual Agreement:</b>	Individual Agreement
<b>Classification/Grade:</b>	Not applicable
<b>Location:</b>	Epworth Pelaco, 21 Goodwood Street Richmond
<b>Employment Status:</b>	Full Time
<b>Resource Management</b> (for Management positions only) <b>Number of Direct Reports:</b> <b>Budget under management:</b>	5 Approved project budget
<b>Key Relationships - internal and external</b>	1. Broader Strategy & Performance teams, Executive General Managers, Executives, Hospital Operations, IT, HR Team, Finance 2. External providers / contractors as required

## 2. Overview of Epworth HealthCare

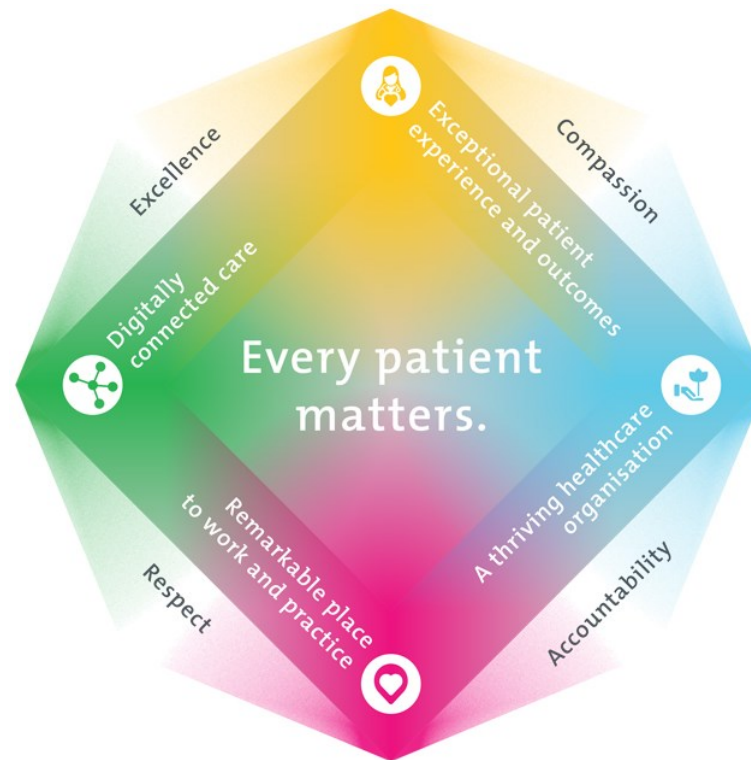
Epworth HealthCare is Victoria's largest not-for-profit private health care group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Epworth is an innovator in Australia's health system, embracing the latest in evidence-based medicine to pioneer treatments and services for our patients.

Epworth's values define our approach and our delivery. We pride ourselves on communicating our values and delivering on them in a real and meaningful way. Our Values are Compassion, Accountability, Respect and Excellence. More information can be found on the [Epworth website](#).

Epworth's purpose is Every Patient Matters.

Our Vision is Delivering another 100 years of exceptional healthcare and innovation to the Victorian community.

### 3. Epworth HealthCare Strategy



All roles are linked to the Epworth strategy and are fundamental in achieving its vision and purpose.

**Exceptional patient experience and outcomes** - To empower our patients and deliver compassionate, expert and coordinated care.

**A thriving healthcare organisation** - To adapt and grow in a changing healthcare landscape by delivering a unique private not-for-profit healthcare organisation.

**Remarkable place to work and practice** - To ensure Epworth is an outstanding place to work and practice through a culture of care and investment in our people.

**Digitally connected care** - To innovate and improve the digital experience, interactions and outcomes for our patients, staff and doctors.

## 4. Purpose of the Position

The Director, Data & Decision Support is responsible for executing Epworth's data strategy, ensuring that data-driven insights support business objectives and drive innovation. This role oversees the development, implementation, and governance of reporting systems to enable informed data decision-making. They will collaborate with executive leadership and key stakeholders to identify opportunities for leveraging data to improve operational efficiency, enhance customer experiences, and support strategic growth. They work with Information Technology to support identification, extraction and modelling of data from sources into the data warehouse, through to ensuring appropriate availability for data visualisations and reporting.

The Director, Data & Decision Support manages a small team, and fosters a culture of analytical excellence, continuous improvement, and compliance with data security and governance standards. They play a critical role in shaping the organization's approach to data utilization, ensuring it remains competitive and forward-thinking in an increasingly data-driven world.

They will act as a thought leader in the development of data-driven products, platforms, and solutions across various domains, and will lead a project uplifting Epworth's data capability, managing operating governance, adoption, compliance and value realisation to allow the exploitation of this capability to support Epworth's 2030 strategy. They will set up and manage a "Community of Practice" ensuring the governance, operation and use of data aligned with business objectives, policies & protocols, and Epworth's future state ambitions. They will sit on Steering Committees and Governance Forums, shaping the future of data, AI and ML at Epworth.

## 5. Clinical Governance Framework

This role is required to put into practice the Clinical Governance Framework at Epworth as every employee is accountable for ensuring that our patients and community receive safe, high quality and person-centred care in every interaction with Epworth. This is achieved through active participation in the five domains of clinical governance at Epworth:

Clinical Governance Domain	Role
----------------------------	------

# Position Description



<b>Leadership and culture</b>	Promote and participate in a supportive, fair and transparent culture where lessons from previous outcomes are learned and patient safety and quality is a priority at all levels of the organisation.
<b>Consumer Partnerships</b>	Understand and where relevant, ensure that each patient is actively involved in their own care and treatment including families/carers wherever possible.
<b>Effective Workforce</b>	Develop and maintain one's own competency, skills and knowledge to ensure high quality service provision and care.
<b>Clinical Safety and Effectiveness</b>	Understand and where relevant, ensure, that the right care is provided to the right person at the right time, in the right place and patient outcomes are monitored and improved.
<b>Risk Management</b>	Be responsible for identifying and reporting risks, hazards and near misses for people in our care and participating in risk mitigation strategies.

## 6. Key Accountabilities

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
<b>1. Leadership of the Data &amp; Decision Support (DDS)</b> <ul style="list-style-type: none"> <li>Lead, mentor, and develop a high-performing analytics team.</li> <li>Assign tasks appropriately and provide the necessary support and guidance</li> <li>Foster a culture of continuous improvement, learning, innovation, and excellence in data practices.</li> <li>Implement structured development plans to uplift technical and business-facing skills across the team.</li> <li>Drive cross-functional collaboration and knowledge sharing.</li> <li>Develop and embed contemporary ways of working, embedding customer centricity and agile methodologies in core team operations.</li> </ul>	<ul style="list-style-type: none"> <li><b>Ways of Working:</b> Embed best-practice operating models, leveraging Agile methodologies (e.g. working in squads), ensuring deep business engagement</li> <li><b>Staff development</b> - 100% of team members have individual development plans reviewed bi-annually.</li> <li><b>Staff capability</b> - Year-on-year improvement in team engagement and capability metrics.</li> <li><b>Staff capability</b> - At least 2 internal capability-building initiatives delivered per quarter.</li> </ul>
<b>2. Business Engagement &amp; Prioritisation</b> <ul style="list-style-type: none"> <li>Facilitate regular engagement forums with key business units to understand evolving needs.</li> <li>Translate business challenges into actionable solutions and insights.</li> <li>Engage executives and senior leaders, effectively communicating strategies and deliverables, and building alignment on the best path forward</li> <li>Act as the primary liaison between DDS and business stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li><b>Process</b> - Comprehensive processes and frameworks in place to support intake, triage, prioritisation, and review activities</li> <li><b>Customer centricity</b> – Ensure all deliverables are co-designed with business users, driving stakeholder satisfaction scores, and minimising delivery time</li> <li><b>Strategic alignment</b> - 100% of analytics initiatives aligned to Epworth's strategic priorities.</li> <li><b>Prioritisation</b> - Bi-monthly prioritisation forums held with documented outcomes and decisions.</li> </ul>

<ul style="list-style-type: none"> <li>• Lead the intake, triage, sizing and prioritisation of analytical requests aligned to strategic goals and capacity of the team.</li> <li>• Maintain strong relationships with business stakeholders and ensure outputs are of high quality and meet stakeholder needs.</li> <li>• Own the product lifecycle of data and analytics solutions, ensuring they remain accurate, timely, and aligned with business priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Delivery</b> - 90% of high-priority requests delivered within agreed SLAs.</li> </ul>
<p><b>3. Strategic Partnership with IT</b></p> <ul style="list-style-type: none"> <li>• Maintain a strong, collaborative relationship with IT to ensure data infrastructure, governance, and tools are aligned and scalable.</li> <li>• Co-lead data governance initiatives, ensuring data quality, consistency, and security.</li> <li>• Partner on relevant upgrades or transformation projects to ensure analytics readiness and integration.</li> <li>• Jointly define and monitor data platform performance and reliability.</li> <li>• Leading development of enterprise data models for analytics.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partnership</b> - Successful integration of analytics requirements alongside any upgrades or transformation milestones</li> <li>• <b>Efficiency</b>: Ensure ETL processes / BI Architecture drives optimised performance at minimal OPEX</li> <li>• <b>Best Practice</b> - deliver BI dashboards and reporting frameworks and embed data visualization best practices for clear and actionable insights</li> <li>• <b>Self-service</b>: Deliver a suite of self-service analytics, enabling teams to access and interpret data independently</li> <li>• <b>Technical mentorship</b> – Provided to Data &amp; Decision Support and IT team</li> <li>• <b>Innovate</b> - Stay ahead of emerging technologies and industry trends to drive innovation</li> </ul>
<p><b>4. Delivery of the Data Strategy</b></p> <ul style="list-style-type: none"> <li>• Champion and operationalise the new Group-wide Data Strategy in collaboration with executive and operational leaders.</li> <li>• Drive adoption of self-service analytics and data literacy across the organisation.</li> <li>• Align analytics and governance initiatives with the strategic roadmap and digital transformation goals.</li> <li>• Drive adoption of data governance policies and procedures across the organisation.</li> <li>• Monitor and report on progress against strategic data objectives.</li> <li>• Create and implement a roadmap to establish a robust data-driven culture, fostering data literacy across the company.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Delivery</b> - 100% of strategic data initiatives tracked with clear milestones and owners.</li> <li>• <b>Transparency</b> - Quarterly progress reports delivered to Executive Leadership.</li> <li>• <b>Strategy</b> - Development and adherence to a delivery roadmap, delivering enhanced self-service capabilities, and uplifting dashboard support for the business</li> <li>• <b>Capability</b> – Actively increases data literacy and engagement across the business</li> <li>• <b>Governance</b> - Represent DDS in data governance forums, and work with IT and Business stakeholder to drive compliance to relevant policies and procedures</li> </ul>

<ul style="list-style-type: none"> <li>• Support the evaluation of emerging AI trends and technologies, making recommendations on the best path forward to the Data &amp; AI Steering Committee</li> <li>• Act as a thought leader in the development of data-driven products, platforms, and solutions across various business units.</li> <li>• Transform the use of data at Epworth, embedding data mesh sensibilities</li> <li>• Support peers in the role of data governance processes and policies, maintaining compliance with regulatory requirements, privacy standards, and industry best practices.</li> <li>• Support data security measures and risk management strategies to protect organizational data assets.</li> </ul>	
<p><b>Customer Service</b></p> <p>Epworth is committed to the provision of excellent customer service to all of our people, customers and stakeholders including patients and external suppliers.</p> <p>Superior patient service leads to improved healing in a trusting, caring environment and creates a safe environment for patients and employees.</p> <ul style="list-style-type: none"> <li>• Role model and actively promote a culture of high quality patient care</li> <li>• Provide excellent, helpful service to patients, visitors and staff</li> <li>• Communicate with clear and unambiguous language in all interactions, tailored to the audience</li> <li>• Build customer relationships and greet customers and patients promptly and courteously</li> <li>• Actively seek to understand patients' and their family's expectations and issues, using multiple strategies</li> <li>• Uses data (such as patient experience feedback) to identify opportunities for improvement in internal processes and systems that directly impact patient care and customer service</li> <li>• Responds quickly and proactively escalate concerns when necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Patient and customer service satisfaction surveys within agreed targets</li> <li>• Use AIDET principles in all interactions</li> <li>• Compliments to complaints ratios</li> <li>• Completes leader rounding at agreed frequency</li> <li>• Issues are escalated to the manager and resolved in a timely manner</li> </ul>

## Position Description

<ul style="list-style-type: none"> <li>• Role model and actively promote a culture of high-quality patient care and experience by ensuring that solutions, practices and procedures (such as hourly rounding, leader rounding and bedside handover) are carried out with empathy and compassion</li> </ul>	
<p><b>Safety and Wellbeing</b></p> <p>To ensure a safe workplace is provided for all employees and other personnel including contractors, agency staff, volunteers and students.</p> <ul style="list-style-type: none"> <li>• All employees and other personnel under the authority of the manager are fully informed of the hazards associated with their work activities, adequately trained and instructed in safe work procedures and appropriately supervised. Participate actively and positively in the area of health and safety to reduce all hazards and incidents within the workplace</li> <li>• Integrate and review OHS performance in staff PDPs</li> <li>• Ensure all direct reports are held accountable for safety performance and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere to infection control/personal hygiene precautions</li> <li>• Implement and adhere to Epworth OHS policies, protocols and safe work procedures</li> <li>• Ensure all hazards, incidents and injuries are reported in Riskman within 24 hours</li> <li>• Ensure all hazards, incidents and injuries are investigated and corrective actions implemented within agreed timeframes</li> <li>• Mandatory training completed at agreed frequency</li> </ul>

## 7. Position Requirements/Key Selection Criteria

COMPONENT	
Qualifications	<ul style="list-style-type: none"> <li>• Tertiary qualification in business, data or related discipline</li> <li>• Ability to demonstrate continuous learning / skill development across technical and soft skills</li> <li>• Working with Children check</li> <li>• Police check</li> </ul>
Previous Experience	<ul style="list-style-type: none"> <li>• <b>Strategic Leadership &amp; Team Management</b> – Proven experience leading, managing, and growing high-performing teams in senior roles</li> <li>• <b>Reporting &amp; Analysis</b> – &gt;5 years' experience in management-level data / analytics roles</li> <li>• <b>Healthcare &amp; Commercial Strategy</b> – Deep expertise in leveraging data to support the business to optimize outcomes</li> <li>• <b>Business Strategy &amp; Transformation</b> – Successful track record in developing and rolling out large-scale strategies, projects, and transformation programs</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Reporting &amp; Business Intelligence Leadership</b> – Extensive experience in insights, analytics, and BI development for organizational impact</li> <li>• <b>Systems &amp; Technology Implementation</b> – Skilled in delivering engagement initiatives, technology solutions, and process improvements</li> <li>• <b>Stakeholder Engagement &amp; Influence</b> – Strong ability to navigate complex, multi-site organizations and build trusted relationships</li> <li>• <b>Executive-Level Communication</b> - Experienced in influencing diverse stakeholders and customers at the highest levels</li> </ul>
Required Knowledge & Skills	<p><b>Power BI (Advanced Proficiency)</b></p> <ul style="list-style-type: none"> <li>• Expert-level understanding of Power BI Desktop, Power BI Service, and Power BI Gateway</li> <li>• Advanced DAX (Data Analysis Expressions) development, including complex measures, calculated columns, KPIs and time-intelligence functions</li> <li>• Proficient in Power Query (M Language) for data shaping and transformation</li> <li>• Skilled in managing workspaces, datasets, publishing, and implementing row-level security (RLS)</li> <li>• Experience in PowerBI Premium features including deployment pipelines and capacity management</li> </ul> <p><b>Data Modelling &amp; Semantic Layer Design</b></p> <ul style="list-style-type: none"> <li>• Experience in Star/snowflake schema design concepts</li> <li>• Development of optimised Power BI semantic models, including relationships, calculated tables, and measures</li> <li>• Strong Understanding of data granularity, hierarchies, and performance optimization</li> </ul> <p><b>SQL (Intermediate Level)</b></p> <ul style="list-style-type: none"> <li>• Competent in writing, optimising and debugging T-SQL or equivalent SQL dialects</li> <li>• Understanding of query execution plans and their impact on report performance</li> <li>• Skilled in reading and interpreting views, tables and data lineage for troubleshooting and root cause analysis</li> </ul> <p><b>Data Integration Awareness</b></p> <ul style="list-style-type: none"> <li>• Familiarity with ETL/ELT patterns, data pipeline orchestration and integration workflows</li> <li>• Ability to collaborate with data engineers or data warehouse teams to ensure end-to-end data readiness</li> <li>• Understanding of data refresh processes, source systems, API based data ingestion and connectivity to source systems</li> </ul> <p><b>Performance Optimization</b></p> <ul style="list-style-type: none"> <li>• Expertise in model size reduction, query folding, and BI performance tuning</li> <li>• Proficient in utilising Performance Analyzer and other diagnostic tools to identify and remediate bottlenecks</li> </ul> <p><b>BI Governance &amp; Standard</b></p>



	<ul style="list-style-type: none"> <li>• Ability to define and enforce data visualisation standards, naming conventions, and version control protocols</li> <li>• Knowledge of enterprise Power BI governance frameworks, metadata management, and data cataloguing</li> <li>• Skilled in security administration, including RLS policies, dataset permissions, and role-based access control (RBAC)</li> </ul> <p><b>Cloud Platform &amp; Modern Data Architecture (Desirable)</b></p> <ul style="list-style-type: none"> <li>• Awareness of Azure, Databricks, Google Cloud Platform (GCP), or equivalent modern data platforms</li> <li>• Understanding of data lakehouse architectures, Power BI integration with cloud data services, and hybrid deployment models</li> </ul> <p><b>Translating business needs into BI requirements</b></p> <ul style="list-style-type: none"> <li>• Translate business requirements into technically robust BI solutions with defined scope, measurable outcomes, and governance compliance</li> <li>• Prioritise backlog items based on business value and operational impact, managing stakeholder expectations throughout delivery</li> <li>• Review and approve dashboards for quality, performance, and adherence to standards</li> <li>• Maintain awareness of licensing models (Free, Pro, Premium) and their cost and deployment implications</li> </ul> <p><b>Soft Skills</b></p> <ul style="list-style-type: none"> <li>• <b>Communication &amp; Stakeholder Engagement</b> – Exceptional ability to convey complex technical concepts in a clear, accessible manner for non-technical audiences. Strong verbal, written, and presentation skills, ensuring effective collaboration with business leaders, analysts, and IT teams.</li> <li>• <b>Organizational &amp; Strategic Thinking</b> – Adept at strategic planning, prioritization, and execution of initiatives that align with business goals. Capable of leading projects, defining objectives, and influencing key internal and external stakeholders to drive successful outcomes.</li> <li>• <b>Problem-Solving &amp; Decision-Making</b> – Proactive approach to identifying challenges and implementing effective solutions. Strong analytical mindset, enabling thoughtful decision-making under pressure. Able to recognize emerging issues, mitigate risks, and continuously improve processes for efficiency and impact.</li> <li>• <b>Data Governance &amp; Strategy</b> – Comprehensive knowledge of data governance frameworks, compliance standards, and quality assurance processes. Skilled in implementing policies that ensure data integrity, security, and accessibility</li> <li>• <b>Data Strategy &amp; Roadmap Development</b> – Ability to align BI initiatives with data strategy and transformation programs, ensuring scalability, performance, and long-term maintainability</li> </ul>
<p>Personal Attributes &amp; Values</p> <p>All employees are expected to consistently</p>	<ul style="list-style-type: none"> <li>• <b>Engaging, inspiring, and values-based leadership</b> – A role model for the leadership team, capable of navigating ambiguity and challenges with political awareness and fostering a data-driven culture</li> <li>• <b>Self-Starter &amp; Initiative</b> – Demonstrates high levels of self-direction, proactively identifying and implementing effective solutions</li> <li>• <b>Strategic Decision-Making</b> – Skilled in problem-solving, lateral thinking, and analysing situations to devise optimal solutions</li> </ul>

# Position Description



<p>work in accordance with Epworth's values and behaviours</p> <ul style="list-style-type: none"><li>• Compassion</li><li>• Accountability</li><li>• Respect</li><li>• Excellence</li></ul>	<ul style="list-style-type: none"><li>• <b>Organizational &amp; Time Management</b> – Strong ability to plan, prioritize, and execute tasks under pressure, ensuring efficiency across teams</li><li>• <b>Communication &amp; Stakeholder Engagement</b> – Effective listener with strong interpersonal and relationship management skills</li><li>• <b>Analytical &amp; Data Interpretation Expertise</b> – High-level conceptual thinking and ability to translate complex data into actionable insights</li><li>• <b>Adaptability &amp; Resilience</b> – Thrives in dynamic environments, maintaining flexibility and focus on objectives</li><li>• <b>Commitment to Quality &amp; Ethics</b> – Dedicated to continuous learning, customer service, and upholding patient safety and clinical excellence</li><li>• <b>Emotional Maturity &amp; Integrity</b> – Exercises sound judgment and professionalism in leadership and decision-making</li><li>• <b>Alignment with Epworth HealthCare Values</b></li></ul>
---	--

## Document Control

Date Developed:	Date Last Reviewed:	Developed and Reviewed By (Position Title):
19/06/2025	19/06/2025	Group Director – Strategy

## 8. Employee Position Declaration

I have read and understand the requirements and expectations of the above Position Description. I agree that I have the physical ability to fulfil the inherent physical requirements of the position, and accept my role in fulfilling the Key Accountabilities. I understand that the information and statements in this position description are intended to reflect a general overview of the responsibilities and are not to be interpreted as being all-inclusive.

Employee Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_