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Candidate Information Pack

General Manager Clinical & Volunteer Services

The Company

Eastern Palliative Care Ltd (EPC)

Executive Summary

Eastern Palliative Care Ltd (EPC) is the largest single provider of community-based specialist palliative care in Victoria, supporting more than 1400 clients each year across seven local government areas of Melbourne's east — Boroondara, Manningham, Maroondah, Whitehorse, Monash, Knox and Yarra Ranges. Established in 1998 .EPC restructured as a Company Limited by Guarantee in December 2024 and achieved full ACHS accreditation in early 2025.

Under the leadership of CEO Adjunct Associate Professor Gaylene Coulton and a Board led by Chair Margaret Stewart, EPC is now moving into Years 2 and 3 (2026–28) of its Value Based Health Care (VBHC) Transformation Plan — building on a Year 1 in which workforce redesign, fleet optimisation, fundraising strategy and office consolidation were operationalised into business as usual.

The recently-created General Manager Clinical & Volunteer Services is a role at the heart of that transformation. It brings nursing, medicine, allied health, bereavement and 180+ volunteers under one integrated clinical and volunteer portfolio — the operational expression of EPC's VBHC Framework.

EPC is seeking an experienced, values-aligned clinical leader with the emotional intelligence to build trust with a long-tenured workforce, the strategic capacity to translate VBHC from framework into daily practice, and the confidence to represent EPC across government, university, hospital and community partnerships.

The Company

Eastern Palliative Care Ltd (EPC)

Snapshot

- **Organisation type:** Independent not-for-profit (Company Limited by Guarantee)
- **Specialty:** Community-based specialist palliative care
- **Clients served:** More than 1400 per year
- **Employees:** Approximately 130 (doctors, nurses, social workers, bereavement counsellors, corporate services)
- **Volunteers:** 180+ active volunteers contributing 20,335 hours in 2024–25, valued at approximately $948,000
- **Annual revenue:** $16.2 million (FY25)
- **Funding mix:** Department of Health (Victoria) funding, supplemented by philanthropy, fundraising, donations and community revenue
- **Geographic reach:** Seven LGAs across Melbourne's east — Boroondara, Manningham, Maroondah, Whitehorse, Monash, Knox and Yarra Ranges
- **Years of operation:** More than 25
- **Accreditation:** Full ACHS accreditation (achieved early 2025)

Operating context

EPC operates in an environment where Department of Health funding growth has not kept pace with cost growth.

Over the last five years, expenses have grown by 7% while DH funding has grown by 3%. This requires disciplined financial management, workforce optimisation, diversified revenue and clear strategic prioritisation.

The Company

Eastern Palliative Care Ltd (EPC)

Governance & Strategic Context

Governance & Accountability

EPC is governed by a skilled, values-driven Board chaired by Margaret Stewart, with a strong focus on accountability, financial sustainability and long-term stewardship of the organisation's mission.

The CEO, Adjunct Associate Professor Gaylene Coulton, has led EPC since 2022. She is supported by a small executive team comprising the General Manager Clinical & Volunteer Services (this role) and the General Manager Corporate Services (Dione O'Donnell, appointed 2025).

The incoming GM holds ultimate accountability for clinical quality and safety, clinical workforce leadership, and the delivery of VBHC-aligned models of care — working closely with the CEO and leadership to ensure that compliance, accreditation, and best-practice standards are consistently met.

Strategic Context

EPC's Strategic Business Plan 2024–27 — Embracing Value-Based Health Care — is delivered through the VBHC Transformation Plan. Year 1 (2025–26) is now complete: workforce redesign, fleet optimisation, fundraising strategy and office consolidation have been operationalised into business as usual.

Years 2 and 3 (2026–28) refocus the transformation around three pillars:

- **Service Optimisation —** embedding new ways of working, refining the operating model, and delivering VBHC-aligned models of care at the client's side.
- **Digital Integration, Data Enablement and Systems Transformation —** new clinical systems, AI Scribe implementation. Employment Hero and modernised finance, IT and data analytic- systems.
- **People, Culture and Learning —** strengthening leadership capability, workforce wellbeing and cultural cohesion after a period of structural change.

The incoming GM Clinical & Volunteer Services will be central to delivering Pillars 1 and 3, alongside the CEO and the GM Business Services.

The Company

Eastern Palliative Care Ltd (EPC)

Culture, Structure & Location

Culture & Values

EPC is deeply values-driven. Compassion, dignity, excellence and empowerment underpin both clinical practice and internal relationships. The workforce is highly skilled, long-tenured and clinically committed, with many staff and volunteers marking milestone service anniversaries in 2026.

Trust, credibility and visible leadership matter here as much as strategy. Following two rounds of redundancies driven by financial pressures, the incoming GM will inherit a settling team — with Year 1 workforce optimisation complete and clinical leadership recruitment finalised beneath them. Leadership at EPC must be authentic, calm, self-aware and consistent, particularly during periods of change.

Organisational Structure

The GM Clinical & Volunteer Services reports directly to the CEO and is one of two GM roles in a lean executive team of three (CEO + 2 GMs). The role has responsibility across:

- Nursing and medical services
- Allied health (including social workers and bereavement counsellors)
- Family support and bereavement counselling
- 180+ volunteers, whose integration into clinical care is a strategic priority
- Clinical quality, safety and ACHS accreditation
- A Manager of Clinical Operations and a Clinical Educator report to this role, freeing the GM to focus on strategy, initiatives, external engagement and integration.

Location & Lifestyle

Based in Mitcham, Victoria, with all EPC teams now consolidated under one roof following the 2026 office consolidation.

The role offers strong community connection, meaningful work at the leading edge of community palliative care in Victoria, and proximity to Melbourne's east.
Refurbished offices, new HVAC and modernised HR and finance systems (Employment Hero) create a fresh operating environment for the incoming leader.

The Role

General Manager Clinical & Volunteer Services

Overview

The General Manager Clinical & Volunteer Services is a recently created role that brings together the previously separate portfolios of Medical & Nursing and Allied Health & Volunteers into a single integrated clinical and volunteer leadership function. It is a deliberate move to create a coherent, multidisciplinary service model — the operational expression of EPC's VBHC Framework.

This is a hands-on, visible executive leadership role requiring strong clinical governance capability, financial acumen within Department of Health funding constraints, and the emotional intelligence to lead a long-tenured, multidisciplinary workforce through the next phase of transformation.

The GM will be one of EPC's primary external representatives, advocating for community-based palliative care and strengthening EPC's profile across government, universities, hospitals, member organisations and peer providers.

The Role

General Manager Clinical & Volunteer Services

Purpose

To lead EPC's integrated clinical and volunteer services — safeguarding safe, high-quality, community-based palliative care while delivering the Service Optimisation and People, Culture and Learning pillars of the VBHC Transformation Plan 2026–28. The role ensures EPC remains clinically credible, financially sustainable, workforce-strong and trusted by the community it serves.

Key Deliverables

- Build trust and credibility with a long-tenured, multidisciplinary workforce following a period of significant structural change
- Lead the integration of nursing, medicine, allied health, family support, bereavement and volunteer services as one coherent model of care
- Elevate the profile and clinical integration of EPC's 180+ volunteers as critical contributors to service delivery
- Deliver Pillar 1 (Service Optimisation) and Pillar 3 (People, Culture and Learning) of the VBHC Transformation Plan 2026–28
- Uphold and strengthen clinical governance, quality, safety and ACHS accreditation standards
- Manage financial performance within DoH funding constraints, balancing service quality with operational discipline
- Represent EPC externally across government, universities, hospitals, member organisations and peer providers
- Partner with the CEO, GM Business Services and leadership team to shape the next Strategic Business Plan
- Support innovation initiatives — PerEmpo PROM, video-telehealth, Palliative Medicine Registrar program, Aged Care Model of Care and intake functional reveiws

The Role

General Manager Clinical & Volunteer Services

Experience, Knowledge & Skills

- **Clinical background —** nursing qualification strongly preferred; psychology/ social work/ mental health welcome: palliative care ideal; community or aged care next best adjacency. Acute-hospital-only backgrounds without palliative care background unlikely to translate.
- **Executive leadership —** demonstrated GM-level (or highly comparable) experience leading multidisciplinary clinical and allied health teams. Not a first-time GM role.
- **Multidisciplinary fluency —** genuine understanding of both nursing and allied health mindsets and practice.
- **Emotional intelligence and self-awareness** — a leader whose emotional health and self-awareness genuinely drive their leadership.
- **Employee relations fluency —** the maturity to lead people through change with respect, transparency and psychological safety.
- **Financial acumen** — proven stewardship of budgets within constrained government funding environments.
- **Clinical governance** — deep experience in clinical quality, safety, risk and accreditation frameworks.
- **Stakeholder capability** — credibility with government, universities, hospitals and peer providers.
- **Values alignment** — genuine resonance with EPC's values of compassion, dignity, excellence and empowerment.

The Role

General Manager Clinical & Volunteer Services

Success in the First 12 Months

What success looks like

In the first 12 months, the successful appointee will have:

- Built trust and credibility with a long-tenured, multidisciplinary workforce
- Established themselves as a visible, present and consistent leader — with the emotional maturity to reflect, self-regulate and hold complexity
- Led the integration of clinical and volunteer services into one coherent operating model, with volunteers positioned as critical contributors
- Delivered early wins on Pillar 1 — refining ways of working and embedding VBHC principles in daily practice
- Partnered effectively with the CEO, GM Corporate Services and leadership group
- Represented EPC externally across sector partners, universities and government stakeholders
- Retained and engaged key clinical talent during a period of continued change

The most important measure of success is cultural: the incoming GM will be judged on whether the clinical and volunteer workforce feels seen, heard, supported and led.

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The Role

General Manager Clinical & Volunteer Services

What the incoming GM inherits

- A settling team — Year 1 workforce restructuring complete, with recruitment into clinical leadership roles beneath the GM now finalised
- A clear strategic runway — three-pillar Transformation Plan 2026–28 formally endorsed by the Board
- A dedicated operational deputy — Manager of Clinical Operations running day-to-day clinical operations and volunteer services
- A modern operating environment — all teams consolidated at Mitcham, refurbished offices, new finance and HR systems (Employment Hero) live
- An active innovation portfolio — PerEmpo PROM, video-telehealth, PSA pharmacist pilot, Palliative Medicine Registrar program, Aged Care Model of Care Phase 1
- Sector recognition — Central Team nominated for the 2025 National Innovation in Palliative Care Award
- Established referral pathways with St Vincent's Melbourne, Eastern Health, Melbourne and La Trobe Universities, MND Victoria, Palliative Care Victoria, and the Australian College of Nursing

The Timeline - Indicative Search Timeline

Brooker Consulting

- **Search launch** — Mid-August 2026
- **Advertising campaign live & Brooker search**— Early August 2026
- **Applications close** — Friday 11 September 2026
- **Brooker candidate interviews and assessment from -** Week commencing 14th September 2026
- **Brooker longlist meeting with EPC —** Wednesday 30 September 2026
- **First-round EPC client interviews —** Week commencing Monday 5 October 2026
- **Second-round interviews, psychometrics and referencing —** Mid-October 2026
- **Offer, acceptance and due diligence —** Late October 2026
- **Anticipated commencement (subject to notice period)** — Late November – December 2026
- **Follow-up with CEO and appointee —** 3, 6 and 12 months post-commencement

The Role

General Manager Clinical & Volunteer Services

Practical Details

Location — Mitcham, Victoria (all EPC teams consolidated onto one site)
Remuneration — Attractive base plus superannuation, plus not-for-profit salary packaging benefits at the full rate. Five weeks annual Leave
Employment type — Full-time, ongoing
Reporting line — Chief Executive Officer
Direct reports — Manager of Clinical Operations, with clinical and allied health leadership beneath Clinical Educator

How to Apply

Candidates are invited to submit a current CV and a covering letter addressing:

- Your interest in EPC and this specific role
- How your experience aligns with the success profile — clinical background, GM-level leadership, multidisciplinary fluency and emotional intelligence
- Your view of what the first 12 months would look like from your perspective
- Applications should be submitted to Brooker Consulting by **Friday 11 September 2026**

https://brookerconsulting.com.au/find-your-next-opportunity/

The Role

General Manager Clinical & Volunteer Services

Confidentiality, Diversity & Privacy

All applications and enquiries will be managed with strict confidentiality. Eastern Palliative Care and Brooker Consulting are committed to diversity, equity and inclusion, and welcome applications from candidates of all backgrounds — including Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, people with disability, and LGBTIQA+ people. Personal information will be handled in accordance with the Privacy Act 1988.

The Why

Why Join Eastern Palliative Care

- A role at the heart of transformation —recently created, purpose-built for an integrated clinical and volunteer portfolio, and central to delivering EPC's next chapter under VBHC
- A supportive executive — lean, close-knit team of three (CEO + two GMs) with a strong working culture and clear complementary lanes
- A stable, engaged CEO — Adjunct Associate Professor Gaylene Coulton has led EPC since 2022 with distinction; she is fully committed and here for the journey.
- A workforce worth leading — 130 clinically committed employees and 180+ engaged volunteers, many with long tenure and deep professional identity
- Sector leadership — EPC is Victoria's largest single provider of community-based palliative care, with an active innovation agenda and a Central Team nominated for the 2025 National Innovation in Palliative Care Award
- Meaningful transformation to lead — Year 1 workforce restructuring is complete; the incoming GM inherits a settling team and a clear strategic runway, not an ongoing restructure
- A genuine seat at the table — direct partnership with the CEO and Board on strategy, transformation and external representation

The Why

Why is this role available now?

The role was created in January 2026. It brings together the previously separate portfolios of Medical & Nursing and Allied Health & Volunteers into one integrated leadership role. The former GM Recently resigned after leading the Year 1 Workforce Optimisation Pillar Strategies (incl 2 rounds of redundancies and restructures)

Having this combined role is a deliberate structural move — driven by both financial discipline and the strategic logic of an integrated multidisciplinary model. It is a rare opportunity to embeded and define a new executive portfolio at a sector-leading community palliative care organisation.

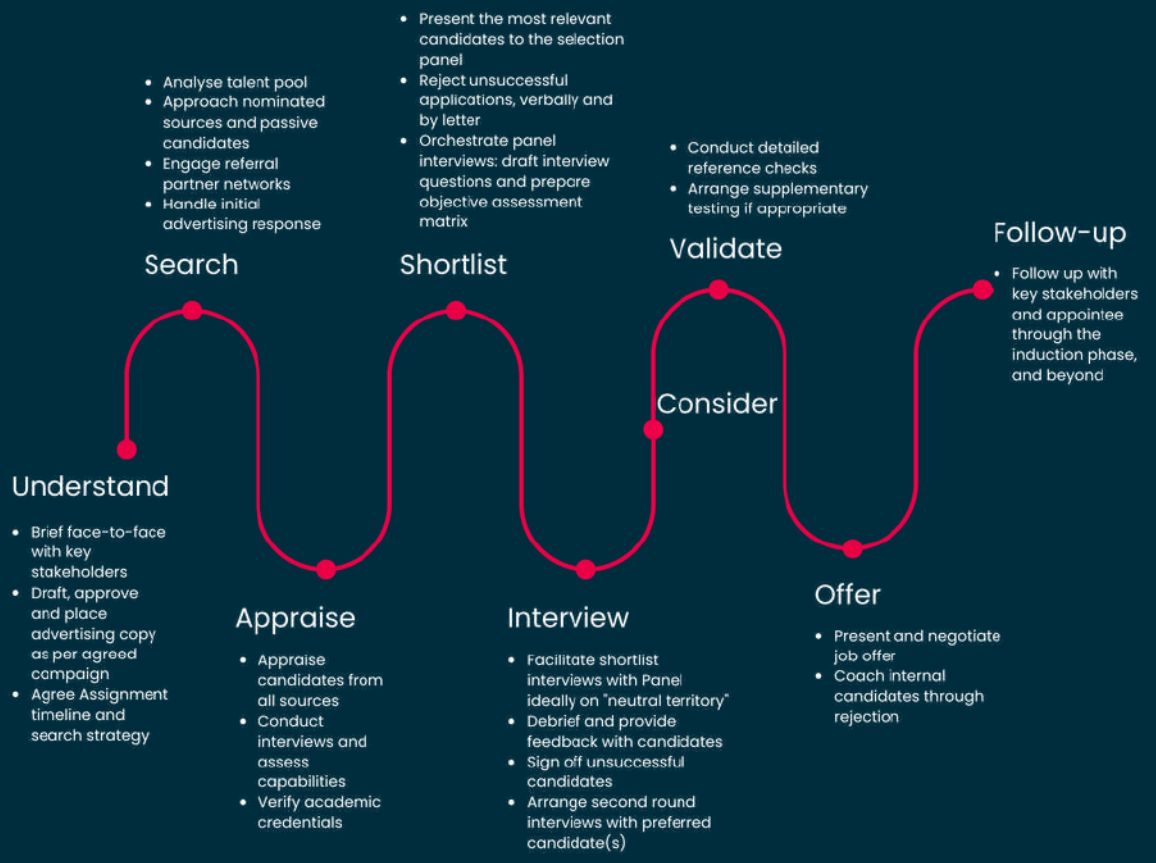
The Process

Brooker Consulting

Our process

Brooker Consulting is proud to partner withEastern Palliative Care on this appointment. All applications and approaches will be managed in strict confidence.

Shortlisted candidates will first meet with Brooker Consulting before proceeding to client interviews with the Eastern Palliative Care Board. Interviews are scheduled for mid to late September 2026, with an appointment anticipated before the end of the year.



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About Us

Brooker Consulting

The company

We connect visionary leaders with organisations that matter

Brooker Consulting is a specialist executive search firm with a strong track record across health, human services, not-for-profit, research and purpose-driven organisations. Since 1999, we have supported organisations to appoint more than 400 Chief Executives and 70 Non-Executive Directors, with the majority within health and human services.

Our approach is built on discipline, insight and genuine partnership. We work carefully to understand the culture our clients have created, the challenges ahead, and the leadership behaviours that will support their teams. From there, our search methodology is focused, evidence-based and deliberately tailored.

About Us

Brooker Consulting

Our Relationship with EPC

Brooker Consulting has an established partnership with Eastern Palliative Care, having placed:

- **Adjunct Associate Professor Gaylene Coulton** — CEO (2022)
- **Dione O'Donnell** — GM Corporate Services (2025)
- **Maria Logan-** GM Nursing and Medical Services (2023)

Our understanding of EPC's culture, executive dynamics, and transformation agenda is why EPC has entrusted us with this appointment.

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About Us

Brooker Consulting

Your search team

Rebecca Perrone — Managing Director
Elizabeth Miller — Principal Consultant

A confidential conversation before you apply?

If, after reading this pack, you would like a confidential conversation before deciding whether to formally apply, you are warmly invited to reach out.

Text Elizabeth Miller on **0493 827 145** and she will send you a link to book a private call at a time that suits you. All conversations are held in strict confidence.

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Rebecca Perrone
Managing Director

With over two decades of experience in Executive Search, Rebecca brings a multidisciplinary background spanning clinical nursing, academia, pharmaceuticals, biotech and executive search. This unique blend gives her deep insight into the leadership attributes required to navigate complex, highly regulated and purpose-driven environments. At Brooker Consulting, she leads executive appointments across clinical, commercial, governance and strategy portfolios.

Elizabeth Miller
Principal Consultant

Elizabeth Miller is a Principal at Brooker Consulting, a boutique executive search and board advisory firm specialising in healthcare, life sciences, biotechnology, higher education and digital technology. She has more than 40 years' experience across healthcare, government, higher education and executive search in Australia, and partners with boards, CEOs and founders on senior executive and board appointments, as well as succession and leadership capability.

Jeremy Wurm
Founder

Jeremy spent nearly eight years in pharmaceutical roles in the Netherlands and the UK before retraining as an executive search consultant in London in 1987. After returning to Australia, he undertook senior assignments in Adelaide and Melbourne before establishing Brooker Consulting in 1999.
He is now retained by Brooker in a casual role, providing tactical and strategic advice to the Managing Director and consulting team.

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Candidate Information Pack

General Manager Clinical & Volunteer Services

Contact us

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