

Resume: Lee Gregory

PROFILE

A senior public health service executive and qualified accountant with a wide range of strategic, operational and financial experience. Excellent leadership, operational, communication, and analytical skills. Presently A/ CE NSLHD.

JANUARY 2011 TO PRESENT: NSLHD

NSLHD is responsible for all public health services from Sydney Harbour to the Hawkesbury River. The major facilities are the hospitals of Hornsby Ku-ring-gai, the Northern Beaches, Royal North Shore and Ryde. NSLHD has a turnover of \$2.0bn and approximately 8,600 FTE.

September 2022 to July 2023: A/ CE, NSLHD

Key achievements include:

- Maintaining the LHD's Ministry performance rating of zero via maintaining operational KPI performance, delivering a balanced budget,
- Commenced execution of the LHD's Strategic Plan including implementing governance and accountability framework.
- Improved governance of Clinical Networks to provide clarity on function and accountability for delivery of the LHD Clinical Services Plan.
- Commenced execution of the St Leonards Health, Education and Research Precinct Plan including new masterplan process for the Royal North Shore Campus.

May 2021 to September 2022: Executive Director Operations, NSLHD

Key achievements include:

- Led the LHDs operational response to COVID including ensuring adequate forecast capacity, managing the LHDs role in system wide patient flow, procuring capacity from private hospitals, operations input to Residential Aged Care Facility (RACF) outbreaks and resolving operational issues in support of the LHD Clinical Advisory Group (CAG)
- Overseeing the Prevention and Response to Violence Abuse and Neglect (PARVAN) reforms.
- Providing direction and implementation of LHD APAC reforms, Virtual Care Service and Collaborative Commissioning program.
- Led and designed improvements to LHD Clinical Network Governance.

February 2021 to May 2021: A/Director Performance and Analytics, NSLHD

- Major progression of advanced analytics and Clinician/ Nursing analytics dashboards.

May 2017 to May 2021: General Manager, Hornsby Ku-ring-gai Health Service (HKHS) & Executive Lead for NSLHD Medical Imaging District Service (MIDS)

Key achievements include:

- Reduced the financial deficit from \$9.4m to zero whilst improving quality & safety, operations, and workforce culture.
- Reduced overdue surgical patients from sixty per annum (average 5 per month) to zero and improved operating theatre KPI performance.
- Achieved NSW Health Medical Assessment Unit (MAU) targets, increased MAU throughput by 80%, and achieved Emergency Treatment Performance (ETP) consistently.

- Increased People Matters Employee Survey uptake to 59% from 23% and achieved engagement index of 68%. Implemented Executive Rounding program, Leaders Forums, Talent Council and engaged in informal rounding to improve staff engagement.
- Reduced serious falls by 50%, implemented 'Winter Watch' to reduce HACS, achieved hand hygiene targets and improved hospital cleaning KPIs. Successful Australian Council of Healthcare Standard (ACHS) periodic review with all recommendations closed and no new recommendations received.
- Leading the Hospital through its \$284m Stage 2 redevelopment incorporating external stakeholder management including the Ministry of Health, Health Infrastructure, the University of Sydney, senior clinicians and federal/ state members of parliament.

March 2011 to April 2017: Director Finance and Corporate Services, NSLHD

Strategic and operational responsibility for the finance and corporate services function. Included leading Finance, Corporate Services, and Project Director for the Royal North Shore (RNS) Public Private Partnership (PPP), LHD/ HealthShare relationship, Intellectual Property Management and LHD Corporate Governance. Budget of \$27m, seven direct and 270 FTE indirect reports.

MAIN ACHIEVEMENTS

- Approximately 15 month's operational experience acting as the NSLHD Executive Director Operations and NSLHD Chief Executive in periods of extended absence.
- Foreseeing the need for and conceiving the LHDs strategic response to its financial environment. The program delivered \$31m in direct cost savings over two years.
- Improved LHD forecasting and budgeting process.
- Leading LHD through PPP change of ownership, and market testing for 'soft FM' services.
- Creation of a positive culture in the Finance function which gave improved value through improved financial reporting, forecasting, and variance analysis.

WORK EXPERIENCE

- Leading the budget process for the LHD including Activity Based Funding (ABF).
- Corporate Service responsibility including Capital Works, Fleet, Security, Environmental Services, Procurement, Biomedical Engineering, Clinical Products and Salary Packaging.
- Responsible for PPP contract management, negotiating key outcomes, resolution of contract issues and external stakeholder management (NSW Treasury and Health Infrastructure).

JUNE 2004 TO DECEMBER 2010: NORTHERN SYDNEY CENTRAL COAST AREA HEALTH SERVICE (NSCCAHS)

May 2008 to February 2011: Manager Area Performance, Area Executive

June 2004- May 2008: North Shore & Ryde Health Service (NSRHS), NSCCAHS

EDUCATION & QUALIFICATIONS

Australian New Zealand School of Government 2010-2012: Executive Master of Public Administration (EMPA)

Liverpool John Moores University 1994-1997: Chartered Institute of Public Finance and Accountancy C.I.P.F.A. (Qualified January 1998)

Newcastle Polytechnic (UK) 1989 – 1992: 1992 BA (Hons) Economics (Public Policy) 2:2

CONTACT DETAILS

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Referees:

Ms Deborah Willcox, Deputy Secretary Health System Strategy and Planning, NSW Ministry of Health: [REDACTED] and [REDACTED]

Trevor Danos, Board Chair NSLHD: [REDACTED] and [REDACTED]