

Position Description

Business Transformation Lead

Classification:	HS5
Business unit/department:	Austin Health Pathology
Work location:	Austin Hospital <input checked="" type="checkbox"/> Heidelberg Repatriation Hospital <input type="checkbox"/> Royal Talbot Rehabilitation Centre <input type="checkbox"/> Other <input type="checkbox"/> (please specify)
Agreement:	Victorian Public Health Sector (Health and Allied Services, Managers and Administrative Officers) (Single Interest Employers) Enterprise Agreement 2021-2025
Employment type:	Fixed-Term Full-Time
Hours per week:	38
Reports to:	Chief Medical Officer
Direct reports:	Nil
Financial management:	Nil
Date:	December 2025 – December 2027

Austin Health acknowledges the Traditional Custodians of the land on which we operate, the Wurundjeri Woi Wurrung People of the Kulin Nation. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Position purpose

The Business Transformation Lead, Austin Health Pathology, works directly to the Chief Medical Officer, and alongside the General Manager (Operations) and Medical Director of Pathology, to drive continuous improvement of financial performance and service efficiency in Austin Health's Pathology Network – playing a critical role in reviewing and updating business practices to improve cost management and revenue optimisation and maximise opportunities inherent in the at-scale model.

About the Directorate/Division/Department

Austin Health Pathology is a dynamic and growing department within Austin Health, dedicated to delivering high-quality diagnostic services across metropolitan Melbourne and regional Victoria. We proudly support Austin Health, the Mercy Hospital for Women, and a wide network of GPs and specialists.

We are currently expanding into the Hume and Loddon Mallee regions, strengthening our presence and accessibility in regional communities through a network of laboratories, collection centres and point-of-care services.

Our accredited laboratories provide a full range of diagnostic services—from routine testing to complex investigations—supported by expert advice and a strong commitment to research, education, and innovation.

As a university teaching hospital, we offer rich opportunities for learning and collaboration. Our team contributes to formal education programs for students and actively participates in research, development, and clinical trials.

Our regional laboratories deliver core pathology services tailored to meet the needs of their local communities, with the backing and support of our main 24/7 laboratory at the Heidelberg campus, which offers a full suite of diagnostic capabilities including Anatomical Pathology, Biochemistry, Blood Transfusion, Haematology, Microbiology, and Molecular Diagnostics.

This period of growth marks a significant chapter for Austin Health Pathology. We are proud to be strengthening our services and continuing to advance diagnostic care across Victoria.

Position responsibilities

The expansion of the Network has significantly increased the volume and complexity of Austin Health's pathology service provision. The Business Transformation Lead will play a critical role in reviewing and updating business practices to improve cost management and revenue optimisation and maximise the opportunities inherent in the at-scale model.

Key partners for the Business Transformation Lead will include:

- the Finance Business Partner (leading routine budgeting, accounting, business case support, month end, and reporting)
- the Clinical Trials Coordinator (responsible for ensuring accurate tracking and reporting of approximately 400 active clinical trials)
- the Billing/Revenue Manager and Billing/Collections team (responsible for billing in line with negotiated Service Level Agreements (SLAs), recouping charges, and broader revenue generation for Medicare-eligible and non-rebateable activity).

The Business Transformation Lead will partner with these roles to address systems-based issues and improve financial performance and revenue management. This work will span business systems, operational performance reporting, capital and service planning, revenue/collection activities, staffing models, procurement and stock management practices, contract review, profitability analysis, critical funding variation analysis in the regional expansion project, and broader financial performance and service efficiency.

The Business Transformation Lead will be accountable for the following key areas:

1. Financial Planning & Analysis

- Conduct comprehensive financial analyses to support strategic decision-making, including market assessments and evaluations of service viability for both existing and prospective pathology services.
- Enhance financial performance and cost reduction through the development and refinement of key reporting metrics.



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- Prepare and present regular strategic reports to senior management, detailing revenue performance and recommending improvement strategies.
- Ensure accurate, high-quality reporting.

2. Financial performance optimisation

- Identify cost-reduction and revenue enhancement opportunities through review and analysis of current practices against industry benchmarks.
- Analyse revenue generation and compensation, including through MBS billing and partner contract analysis, to ensure cost recovery and revenue optimisation.
- Undertake a bottom-up validation of resourcing models for Austin and Regional partner sites with linkages to EBA requirements and test volumes.
- Analyse stock controls, consumables ordering practices and usage within the network to ensure efficient use.
- Undertake a review of laboratory and cost-centre operating models with a focus on cost structures relative to revenue generation.
- Lead development of a Pathology network reporting methodology by catchments, pathology disciplines, and collection centres.
- Undertake profitability analysis of laboratory and collection centre locations

3. Budgeting & Capital Management

- Support the management of the Pathology budget and capital plan by providing inputs during preparation, monthly performance monitoring and implementing actions to improve financial results.

4. Revenue & Billing Oversight

- In collaboration with the Billing/Revenue Manager and the Billing/Collections team, ensure billing structures align with negotiated Service Level Agreements (SLAs).
- Identify mechanisms to recoup all charges, including courier/taxi callouts, staff recalls, and collection fees.
- Regularly review Medicare item numbers and pricing structures for non-rebateable tests to optimize revenue generation.

5. Business Development & Strategic Support

- Critically review business cases prepared by Pathology staff, providing strategic and financial insights.
- Provide strategic and financial review of existing and future Pathology contracts
- Lead and support the development of pricing models, simulations, and scenario analyses to inform business decisions.
- Contribute to business improvement projects by providing financial oversight and recommendations.
- Collaborate with the Client Services and operations teams to align revenue strategies with business goals.

6. Clinical Trials & Research Financial Management

- Support improved financial performance and revenue management of Austin Health Pathology's involvement in clinical trials.

7. Systems & Data Management

- Work with the operational teams to determine new test pricing and facilitate setup
- In collaboration with the Revenue/Billing Manager, liaise with the LIS vendor to address business functionality and improvement issues.



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8. Compliance & Policy Management

- Stay informed about changes in Medicare policies related to Pathology and manage organizational adaptations accordingly.
- Ensure all financial activities comply with relevant regulations and organisational policies.

Selection criteria

Essential skills and experience:

- Relevant qualification in business, accounting or related fields
- Strong stakeholder engagement capability, and the ability to influence and inspire others
- Advanced organisational systems improvement knowledge and the ability to navigate a complex operating environment
- Excellent leadership, communication and interpersonal skills.
- Demonstrated administrative, business and financial management skills, and a track record of driving and delivering financial performance improvement and innovation
- Advanced analytical and problem-solving skills
- Demonstrated ability in actively managing performance to meet revenue and/or expenditure plans
- Ability to use financial information to guide decision making
- Demonstrated experience in implementing strong and efficient financial control processes
- Experience adapting financial plans to support organisational needs
- Skilled in negotiation and consensus-building to drive change
- A commitment to Austin Health values

Desirable but not essential:

- Experience and knowledge of Pathology MBS billing and public health funding
- A sound understanding of information technology including clinical systems and applications relevant to the management of rostering and risk management reporting or as required for the role and/or department.
- Post graduate qualifications in Business Administration.

Professional qualifications and registration requirements

There are no qualifications or registration requirements for this role

Quality, safety and risk – all roles

All Austin Health employees are required to:

- Maintain a safe working environment for yourself, colleagues and members of the public by following organisational safety, quality and risk policies and guidelines.
- Escalate concerns regarding safety, quality and risk to the appropriate staff member, if unable to rectify yourself.
- Promote and participate in the evaluation and continuous improvement processes.
- Comply with the principles of person-centered care.



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- Comply with requirements of National Safety and Quality Health Service Standards and other relevant regulatory requirements.

Other conditions – all roles

All Austin Health employees are required to:

- Adhere to Austin Health's core values: *our actions show we care, we bring our best, together we achieve, and we shape the future.*
- Comply with the Austin Health's Code of Conduct policy, as well as all other policies and procedures (as amended from time to time).
- Comply with all Austin Health mandatory training and continuing professional development requirements.
- Provide proof of immunity to nominated vaccine preventable diseases in accordance with Austin Health's immunisation screening policy.
- Work across multiple sites as per work requirements and/or directed by management.

General information

Cultural safety

Austin Health is committed to cultural safety and health equity for Aboriginal and/or Torres Strait Islander People. We recognise cultural safety as the positive recognition and celebration of cultures. It is more than just the absence of racism or discrimination, and more than cultural awareness and cultural sensitivity. It empowers people and enables them to contribute and feel safe to be themselves.

Equal Opportunity Employer

We celebrate, value, and include people of all backgrounds, genders, identities, cultures, bodies, and abilities. We welcome and support applications from talented people identifying as Aboriginal and/or Torres Strait Islander, people with disability, neurodiverse people, LGBTQIA+ and people of all ages and cultures.

Austin Health is a child safe environment

We are committed to the safety and wellbeing of children and young people. We want children to be safe, happy and empowered. Austin Health has zero tolerance for any form of child abuse and commits to protect children. We take allegations of abuse and neglect seriously and will make every effort to mitigate and respond to risk in line with hospital policy and procedures.



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