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Goal: To inspire people and organisations to be the best they can in serving their customers and having positive influence in their communities.

Elevator pitch

Gillian McFee brings a unique mix of leadership, strategic and change management skills developed in human services to assist boards and executives embrace change and disruption of their business models.

Known for being highly strategic and curious about exploring new ways to achieve goals and relevance in changing business environments, Gillian has a proven track record in non-executive, interim executive, consulting and mentoring roles.

Her executive career has been shaped around pursuing strategic opportunities to forge and shape change, including for governments, the private sector and not for profit 'for purpose' organisations.

Following senior executive and CEO roles involving substantial transformational change in complex, highly regulated environments with multiple stakeholders, Gillian has established a successful "encore career." She collaborates with people and organisations to share her experience, networks and strategic insights to mentor and challenge them in designing and executing great strategy.

Following an interim role with one of Australia's largest mutuals, NRMA Motoring and Services, Gillian immersed herself in understanding the benefits of co-operatives and mutuals. Invited by the Business Council of Co-operatives and Mutuals to chair its Public Service Mutuals Task Force, Gillian is one of only a few expert advisers in Australia on how member-owned organisations can achieve economic and community outcomes with improved productivity from increased customer and workforce engagement.

With recent experience in the changes to aged care, the NDIS, housing, community services and mental health, Gillian's experience covers a broad range of human services in executive and non-executive roles.

Career snapshot

CEO/Director of Uniting Care Ageing (now Uniting), one of Australia's largest aged and community care providers with an annual turnover in 2011 of \$420m, 6,500 employees and \$1.2b assets.

Senior Executive leadership roles in strategy and operations for various NSW Government Departments including Premier's, Housing, Health, Community Services and the Department of Ageing Disability and Home Care.

Consulting experience as Director, Gillian McFee & Associates and as a Senior Adviser of Nous Group, a national management consultancy engaged in delivering complex projects for government and private sector clients in strategy, public policy, organisational capability and IT.

Non-executive board and interim executive roles with not-for-profit social enterprises in aged care, disability and mental health.

Mentoring and career development services including through Women on Boards.

Strategy, Innovation and Change

Implemented the 5-year Inspire Strategy at UnitingCare Ageing that re-focused the organisation on community care and provided the cultural motivation to underpin governance changes where 52 boards were integrated into a new regional structure.

Sponsored the development of a 10-year strategic capital works program in UnitingCare Ageing to align the property portfolio valued \$1b+ to a new service model.

Invited to Chair a Task Force reporting to the Business Council of Co-operatives and Mutuals that developed and published a White Paper on the role of Public Service Mutuals in Australia.

Directed various change management projects in aged care and the NDIS to enable organisations and governments to apply the co-operative and mutual business model in response to regulatory and market changes.

Invited by the Board of Basketball Australia Ltd to join the Board to assist new Governance changes and Chair the inaugural Associations Commission.

In two NSW Government departments, invited by the Director-General to work with them to lead the establishment of new agencies involving a re-structure and merger with other agencies in community services, ageing and disability.

Governance and risk management in complex and highly regulated industries

Non-executive leadership role in strategy on Board merger committee to inform the merger of RSL Care Ltd and RDNS and subsidiary companies (now trading as Bolton Clarke). This was one of the largest mergers in the not-for-profit aged care industry taking combined revenue to \$455m with assets of \$1.1b, 2,300 customers and 6,200 employees.

On the Board of Basketball Australia Ltd, introduced a system for risk management and was interim Chair of the inaugural Finance Audit and Risk Committee and a member of the inaugural Nominations and Remuneration Committee.

In UnitingCare Ageing sponsored the introduction of enterprise risk management and clinical governance systems and applied these to improve reporting and accountability.

Consulting experience in a range of businesses and industry segments

Consulting and advisory roles to government and private sector clients including the Business Council of Australia, National Electronic Transition Health Authority (NeHTA); NRMA Motoring & Services (NRMA), Benevolent Society, Northern Sydney Regional Organisation of Councils (NSROC), Transport for NSW, NSW Land and Housing Corporation and the Business Council of Co-operatives and Mutuals (BCCM).

With Mirus Australia, conducted an internal review for the NSW Land and Housing Corporation on seniors housing options including financial analysis of commercially viable options.

Business development and consulting projects with Nous Group and public sector and not-for profit clients. This included Health Workforce Australia, NSW Department of Family and Community Services, Benevolent Society and Veterans Affairs.

Wrote and co-edited the response of the Business Council of Australia to the Productivity Commission Report on aged care reform; provided strategic advice to NeHTA on the implementation of the ehealth record in aged care.

Conducted an internal review for Transport for NSW on strategic issues for the Transport portfolio arising from the ageing of the population.

Wrote the submissions to the Productivity Commission Inquiry into Introducing Competition and Informed User Choice in Human Services for the Business Council of Co-operatives and Mutuals.

Developed and implemented a co-design project methodology with a group of older women with lived experience of being homeless to explore the conditions under which they would consider living in small studio housing.

Combining strategy and technology to improve services for customers

Strategic adviser and subject matter expert to NRMA Motoring and Services leading the development of start-up, OWL Ratings, Australia's first scientifically validated rating of aged care and retirement living.

Contributed non-executive guidance to the re-design of strategy at RSL Care Ltd and RDNS Ltd (now Bolton Clarke) as inaugural Chair, Strategy and Capital Committee and member of the Board merger committee.

Introduced a new target operating model in UnitingCare Ageing (now Uniting) laying the foundation for further structure change and business integration including enterprise systems for finance, care services, HR, risk management and shared services for IT, Communications, Marketing, Asset Management and Payroll.

Supported clients to use community platforms as part of change management programs to facilitate engagement and better decision-making.

Non-Executive experience

February 2014 – present

Chair, National Public Service Mutuals Task Force and Expert Adviser to the Business Council of Co-operatives and Mutuals (BCCM) on growing the mutual and co-operative sector in human services.

February 2016 - present

Deputy Chair, Aftercare Ltd, a specialised mental health organisation, and Member of the Organisation Development Committee, Finance and Audit Committee, Risk Committee and Governance and Nominations Committee. Aftercare is transitioning to the NDIS.

February 2016 – present

Member, Advisory Board for start-up incubator co-operative to support the growth of family governance co-operatives in Specialist Disability Housing in the NDIS.

2003 – present

Graduate and Fellow Australian Institute of Company Directors (FAICD)

2008 – present

Member Women on Boards, Mentor and Member of NSW Top 15 in 2015.

February 2017 - October 2017

Director, Aged Care Channel Pty Ltd and its subsidiary companies in New Zealand and UK. Provider of online education and training content for aged care.

November 2012 - October 2017

Director, RSL Care Ltd and RDNS Ltd and subsidiaries (trading as Bolton Clarke since August 2017); Past Chair, Strategy and Capital Committee; Member Capital Committee and Member of Risk Committee; Member joint board merger committee.

July 2012 – August 2014

Expert Advisor to NSW Minister for Family and Community Services on the Review of Specialist Homelessness Services

August 2013 – September 2015

Member, NSW Home Care Advisory Board (Ministerial appointment)

2010 – 2014

Director Basketball Australia Ltd, Chair Associations Commission, Member Finance Audit and Risk Committee.

2005 – 2011

Executive Director (CEO) and non-officio member of Uniting Care Ageing Board, member Financial Performance Audit & Risk Committee, Clinical Governance & Care Committee and Service Development & Property Committee.

2005 – 2011

Director Board of Aged and Community Services Association NSW.ACT & Chair Financial Issues Advisory Committee.

Qualifications

- Australian Institute of Company Directors Course (FAICD) (2010 -2011)
- Graduate Job of the Chief Executive (JOCE) Singapore Institute of Management with IMD Switzerland (2008)
- Master of Business Administration (Executive) - Australian Graduate School of Management, University of NSW (1993-1998)
- Diploma of Urban and Regional Studies, Macquarie University (1985-1988)
- Bachelor of Social Studies (Hons), University of Sydney (1972-1976)

Executive Career Summary

Director, Gillian McFee & Associates // March 2011 – present

Consulting projects on strategy and leadership in health, housing and aged care. Clients include the Business Council of Australia (strategic advice and business transformation to support new start up co-ops and mutuals; government relations and policy advice); NeHTA (Preparing an engagement strategy and plan for the older Australians (including aged care industry) on ehealth change and adoption; NRMA (advising on a diversification of corporate strategy involving new services to older members); the Benevolent Society (advising on community care); Women on Boards (Executive Mentor to senior women for corporate clients); NSROC (a regional strategy on ageing); Transport NSW (policy paper on implications of ageing for transport); NSW Land and Housing corporation (Seniors Housing Review); Women's Housing Company (Housing Older Women Well Strategy); Community Transport providers, Greater Western Sydney (Strategy and establishment of Community Care & Transport Co-operative); Just Better Care Australia (Strategic and Business Planning for franchisor and franchisees); Sydney Women's Homelessness Alliance (Older Women's Studio Development project).

Interim CEO, Aftercare Ltd // November 2016 – June 2017

Contract for interim CEO services to a mental health organisation during a leadership transition and significant business change. Accountabilities included finalising and commencing execution of a new target operating model to support strategy; oversight of services transitioning to the NDIS; leadership in commencing development of a revised Clinical Governance system; business development and oversight of tendering through Primary Health Networks.

Associate, Nous Group // August 2011 – January 2015

Associate and business development in health and aged care. Clients have included Health Workforce Australia (advising on the development of a case study on the Caring for Older People Program), NSW Government Office for the Ageing (conducting 32 consultations to inform the Government's Strategy on Ageing) and Veterans Affairs (Early intervention demonstration projects).

Director, Uniting Care Ageing NSW.ACT // June 2005 – February 2011

Accountable to the Board for leadership and strategic management of the single largest aged care provider organisation in NSW & ACT taking annual turnover to in excess of \$420m (from \$250m in 2005), 6,500 staff and assets of \$1.2 billion.

Successfully integrated 52 separate boards into one organisation through the Inspire Strategy 2006-2011, implemented a new service and target operating model, enabled by technology and staff engagement with improved financial performance in an uncertain regulatory environment. This work paved the way for full integration of all UnitingCare services with one Board and re-branding to Uniting in 2015.

Regional Director, Uniting Care Ageing Ku-Ring-Gai Region // November 2003 – June 2005

Accountable to the Regional Board for leadership of service delivery and operational management of regional aged care services with an annual turnover in excess of \$30m and establishment of a new region.

Successfully integrated 15 separate services previously operated by separate boards with a shared vision, mission and values and common business systems.

Regional Director, Metro North, Department of Community Services (DoCS) // Dec 2000 – Oct 2003

Accountable to the Deputy Director-General for regional operations, service delivery and planning for children's services, child protection, out of home care, aged and disability services in the second largest region of the Department of Community Services with an annual budget in excess of \$90m and 1200 staff.

Successfully established innovative preventative child protection services, implemented Government policy and supported the transition of business services to Human Services Business Link.¹

Executive Director, Policy and Strategic Planning, DoCS // February 1999 – November 2000

Accountable to the Director General for advice and implementation of all strategic planning and policy development around children, young people and family services to achieve Government objectives.

Led a re-structure and change management program for the establishment of the first Helpline to centralise child protection reports in NSW.

Led the team that implemented the new Children (Care and Protection) Act, achieved significant financial improvements for foster carers, served on the National Community Services Ministerial Advisory Committee and co-ordinated the Minister's contribution to the NSW Drug Summit.

Director, Strategic Policy and Planning, NSW Ageing and Disability Department // 1995 – 1999

Accountable to the Director General for all strategic policy and planning for disability and aged care services and a member of the Executive with responsibility to form a new department.

Developed and obtained Government support for the NSW Disability Services Framework, the NSW Healthy Ageing Framework, the first NSW Dementia Policy and introduced Population Based Planning for resource allocation.

Director NSW Office on Ageing, NSW Premier's Department // 1987 - 1995

Accountable to the Assistant Director-General for Government led a policy co-ordination unit with a direct advisory role to the Premier of NSW and later, the first NSW Minister on Ageing.

Lead the policy work required to achieve legislative change to include age as grounds for discrimination in the NSW Anti Discrimination Act, introduced first Mature Workers Program in Australia, established the first Premier's Consultative Committee on Ageing and designed and introduced the NSW Seniors Card.

Manager, Project Development Unit, NSW Department of Housing // 1984 – 1986

Established an innovative multi-skilled team that introduced new mixed tenure housing options for older people.

Led the development of the Dougherty Apartments at Chatswood, the first mixed tenure vertical village in NSW and similar developments in various NSW locations.

¹ Aged Care and Disability Services transferred to new Ageing and Disability department in 2000.