



Chief Executive Officer Queensland Alliance for Mental Health (QAMH)

Success Profile | October 2024

Introduction

Thank you for your interest in the **Chief Executive Officer** selection process.

OnTalent is thrilled to be leading the process of this appointment on behalf of the **Queensland Alliance for Mental Health (QAMH)**. This briefing pack provides you with information regarding the organisation, the role and requirements.

Once you have reviewed this material, and if you haven't already, please visit www.ontalent.com.au/qamh/ for details on how to apply.

I look forward to working with you through this process and invite you to contact me directly at any time on 07 3305 5800.



Chris Dougherty
Head of Not-For-Profit and Government
OnTalent

About Us

In the early 1990s a unified voice for the Community Mental Health and Wellbeing Sector gained momentum with more than 50 organisations and groups across Queensland forming an alliance.

Today the Queensland Alliance for Mental Health (QAMH) is the peak body for the Community Mental Health and Wellbeing Sector and people with experiences of psychosocial disability in Queensland.

Our role as the peak body for the Community Mental Health and Wellbeing Sector is to reform, promote and drive community mental health and wellbeing service delivery for all Queenslanders, through our influence and collaboration with our Members and strategic partners.





About Us

QAMH represents more than 100 Queensland organisations and individual members involved in the quality delivery of community mental health and wellbeing services across the state.

We bring people and organisations together to drive change and ensure innovative and quality mental health services are delivered to people in our community.

QAMH is funded by the Queensland Government to deliver peak body services to community mental health and wellbeing service providers and associated organisations and individuals in Queensland.

About Us

QAMH are committed to:

- supporting our Members and the wider mental health community in meeting the needs of Queenslanders who seek support for their mental health issues
- working hard to advocate on behalf of our Members, facilitating connections with stakeholders and other service providers and providing training with events that add valuable knowledge and skills within the community mental health and wellbeing workforce
- collaborating and seeking insights from our Members and partners to ensure sector challenges and reforms are part of a broader state and national agenda.

**Annual Report
2023**

**Strategic Plan
2022-25**



Our Vision, Mission and Values

Vision

We are known and sought after to lead reform, drive innovation, and expand the potential of the Community Mental Wellbeing Sector in Queensland.

Mission

The Queensland Alliance for Mental Health leads a united contemporary voice for the Community Mental Health and Wellbeing Sector, to promote the sector's unique contribution to Queensland. Our purpose is to foster sector excellence through leadership, collaboration and influence with our members and strategic partners.

Values

- Every Member matters
 - Proactive voice
 - Maximise our impact
- Innovate and translate
 - Accountability

Our Network

At QAMH, we build strong networks with our 100-plus Members and other sector stakeholders, to keep us connected with emerging community issues and to inform our policy work and advocacy campaigns.

Through our partnerships, we take action to drive reform and improved access to quality mental health and wellbeing services for all Queenslanders.

The Community Mental Health and Wellbeing Sector is strengthened through collaboration and connections. QAMH are involved in a range of committees and networks to drive both local and national change and reform.

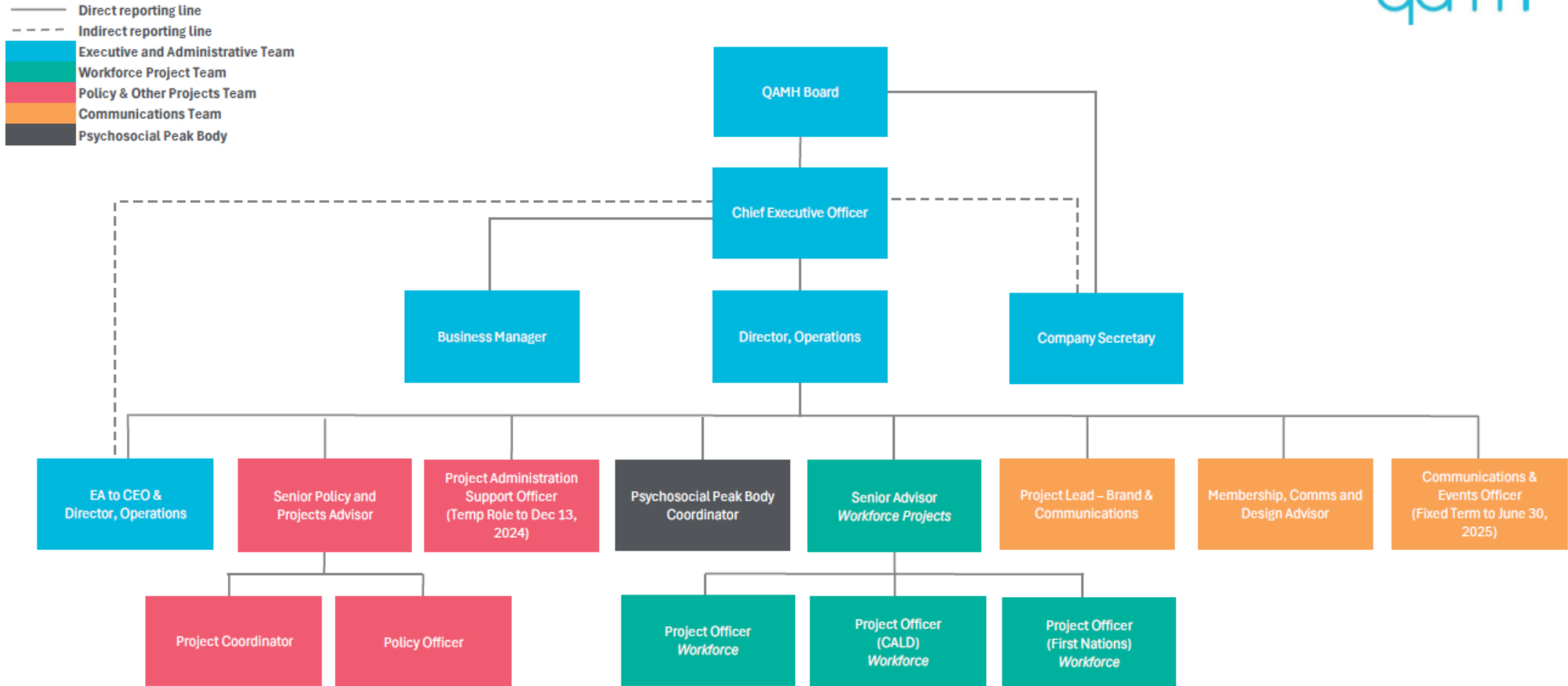


At a national level we work with Community Mental Health Australia (CMHA), Mental Health Australia (MHA) and the National Mental Health Commission (NMHC) on a range of issues. The QAMH team are also involved in regular meetings with the other peak bodies in each state and territory and have been instrumental in setting up a policy officer network and communication network to collaborate on relevant issues and opportunities.

Locally we participate in a range of committees and working groups bringing the voice of the sector to the table. The QAMH CEO has regular meetings with the Mental Health Alcohol and Other Drugs Branch of Queensland Health and the Queensland Mental Health Commissioner. We have also engaged with state cabinet members and will continue to do so around the important role of community mental health services and our vision for the sector as outlined in the Wellbeing First report.

**Wellbeing First
Report**

QAMH Organisational Chart



Board Members



Cathy O'Toole – Chair of Board (Skills-Based Director)

Cathy has extensive experience in the mental health community sector at national, state, and local levels. As a former Member of the Federal Parliament, she was actively engaged in navigating social and economic policy, driving strategic direction, and serving on various committees. Cathy has held the position of CEO in the Community Managed Mental Health Sector for 15 years and has been a small business owner for 30 years. She is currently the lead consultant with Mentally Healthy City Townsville, which is auspiced by the Tropical Brain and Mind Foundation. She is also serving on a number community boards on a voluntary basis: Community Mental Health Australia (CMHA), Carers Australia (CA), Glasser Australia (GA), and Unify Intercultural Australia. Cathy holds several tertiary qualifications.



Melanie Sennett – Deputy Chair (Elected Director)

Melanie is currently the CEO of Stepping Stone Clubhouse. She has been with Stepping Stone since 1996 and is passionate about the engagement of people with mental health issues in service delivery. She has an interest in system reform and ensuring change at a systemic level. Melanie is a registered psychologist and has a Bachelor of Behavioural Science (Honours) in Psychology. Through involvement in Clubhouse International, she has conducted accreditation visits to Clubhouses predominately in the USA and Asia. In addition, as Stepping Stone is an International Training base, she has provided Clubhouse training to Clubhouses from Australia, New Zealand, Asia, USA, UK and Europe. Being connected to an international movement allows for a thorough understanding of global mental health trends.

Board Members



Chris Skelton – Chair of Finance (Skills-Based Director)

Chris has over 37 years of experience in professional services encompassing the provision of advisory, accounting and audit services to a diverse range of industries covering private business and public companies. In his 25 years of experience as an Audit Partner at major accounting firm BDO, he has assisted in the improvement of a wide variety of financial reporting and governance systems. Chris works closely with directors and management to help in their understanding of financial reporting information and enjoys unlocking the myths associated with accounting and making the numbers understandable and useful. Chris has undergraduate qualifications in Business, in addition to an array of roles and memberships outside of his daily practice as Director of NFP Accountants Pty Ltd, including, but not limited to, Fellowships with Governance Institute of Australia, Queensland and Chartered Accountants Australia and New Zealand.



Michelle Cowan – Non-Executive Director (Skills-Based Director)

Michelle has over 25 years of experience in private sector management, focusing on customer service, employee advancement and market development before moving into law in 2014, where she now practices in employment and workplace-related matters. Throughout her working life, Michelle has witnessed the effects of poor understanding of legal frameworks and understands how organisations can be held back from reaching their potential because they didn't get professional assistance in developing quality and legally compliant operational standards. She currently works closely with owners and management of NFP, charity and private sector employers to assist them to form, implement and maintain employment standards that help them to meet the needs and obligations of their business today and to grow into the future. Michelle has a particular interest in workplace bullying and harassment, sexual harassment and the effects these issues have on organisation sustainability and growth. She also volunteers with a community legal service to assist people who cannot otherwise access legal support.

Board Members



Stephanie Naunton – Non-Executive Director (Skills-Based Director)

Stephanie is currently the CEO of Brighter Lives Townsville Hospital Foundation. Further to this she is a Director on the Boards of Stadiums Queensland, Mercy St Patrick's College and Advisory Board Member at Deakin University. Prior to these positions, Stephanie was a Director on the Board of Selectability - a regional Queensland community mental health organisation, selectability training, and Townsville Community Law and CEO of Unify Intercultural Australia. She has also worked as the Coordinator of Community Engagement and Volunteers and held the First Nations Portfolio with Wellways Carer Gateway. Stephanie completed her Bachelor in Law at James Cook University, a Graduate Diploma of Legal Practice at the Australian National University, a Certificate in Leadership and Organising at Harvard, and a Masters in Politics and Policy at Deakin University. Before working in the community sector, Stephanie was the Senior Adviser to the Federal Member for Herbert, and Advisor to the then State Minister Assisting the Premier of North Queensland. She understands the importance of mental health services across regional Queensland and is passionate about advocacy to ensure all Queenslanders have fair and equitable access to mental health services.



Tanya O'Shea – Non-Executive Director (Elected Director)

Currently the Managing Director of IMPACT Community Services, Tanya has more than 24 years' of experience working in the not-for-profit sector. During this time, she has led IMPACT's growth and diversification strategy under our Live, Grow and Prosper pillars. These pillars create a continuum of services that deliver a diverse range of programs within regional communities and enable the implementation of social enterprise models that create jobs and revenue streams specifically for people with a disability and those living with a mental illness. Successfully completing a Bachelor of Psychology (Hons), Master of Mental Health Practice and Master of Business Administration, Tanya has had the opportunity to balance a strong academic and practical background in business management and leadership, with a keen interest in human behaviour and the interaction between mental and physical wellbeing. An advocate for taking personal responsibility for our wellbeing, she regularly shares articles on LinkedIn in the hope of instilling action in others that will build inner strength, resilience, and clarity of purpose. Recognising an opportunity to also build this capability within our youth, Tanya is participating in the Wellbeing First Innovation Hub, working with a design team that is creating an independent school model that seeks to deliver curriculum through a wellbeing lens.

Key Role Information

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|-------------------------|--|
| Title: | Chief Executive Officer |
| Background: | QAMH is the peak body for the Community Mental Health and Wellbeing Sector in Queensland. We represent more than 100 organisations and stakeholders involved in the delivery of community mental health services across the state. At a national level, we collaborate with Community Mental Health Australia, and we work alongside our Members to build capacity, and to advocate on their behalf on issues that impact their operations and people who access their services. |
| Strategic Objective: | The Queensland Alliance for Mental Health reforms, promotes and drives community mental wellbeing service delivery for all Queenslanders, through its influence and collaboration with its membership and its strategic partners. |
| Primary Accountability: | The CEO is accountable to the Board for the management of QAMH and the provision of leadership to achieve its strategic plan. All the necessary functions and responsibilities of QAMH as an Employer and any notice or any action required to be taken by an Employer is given or taken by the CEO for and on behalf of the organisation. |

Key Role Information

Primary Duties

The CEO will lead, manage and support the QAMH team by enacting the strategy of the organisation.

The CEO's key focus areas will include:

- ensuring QAMH is a repository of knowledge and project work that supports the members of the alliance
- overseeing and facilitating the delivery of services and projects for the community mental health sector
- influencing governments at all levels in the development of mental health reform and policies that impact the Members and broader community mental health sector
- improving financial sustainability by securing a diversity of ongoing funding through partnerships with relevant funding bodies
- overseeing and driving member advocacy to ensure QAMH is a strong and trusted voice for the sector.

The CEO will ensure the Board has access to high-level advice regarding all areas of its operation.

Working with the QAMH team, the CEO will have overall responsibility for:

- leadership, development and implementation of the organisation's strategic plan
- overseeing all key organisational programs and projects
- marketing, financial, human resource and administrative services in support of organisational objectives.

This role will be based at the QAMH office, travel both within the state and nationally will be required as agreed with the Chair.

Critical Experience:

The successful candidate will have:

- a strong track record of leadership and management experience preferably in the community mental health sector (5-10 years)
- a deep knowledge of contemporary mental health issues, particularly around service provision in the community mental wellbeing programs, understanding of the National Disability Insurance Scheme (NDIS) and the impact upon people with mental illness, their families and carers

Key Role Information

Critical Experience continued:

- tertiary qualifications in a health-related field such as psychology, social work, occupational therapy, nursing, or other relevant degree and/or relevant industry experience of at least 5-10 years
- demonstrated experience working with and influencing senior government officers including at a ministerial level
- a demonstrated successful track record in managing projects to outcomes
- highly developed time management and organisational skills
- demonstrated successful leadership style with a strong understanding of human resource management and industrial relations
- excellent written and verbal communication
- significant experience driving organisational strategy and managing change
- successful track record in resource and financial management
- experience developing collaborative and effective partnerships
- experience working with a membership-based organisation would be desirable

Key Results Areas

Leadership and Influence:

- lead the strategy of the organisation and report progress to the QAMH board as required
- build effective relationships with relevant government personnel at all levels of government both state and federal, with the key aim of influencing policies and maximising the potential and reach of the community mental health sector
- advocate to and represent QAMH in meetings with government representatives, relevant committees and advisory bodies as required
- prepare written submissions and responses to government and other bodies as required
- act as one of the organisation's primary media spokesperson (the other being the board chair)

Key Role Information

Leadership and Influence Continued:

- establish appropriate stakeholders and national and international relationships to assist in building collaborative partners and to promote the work of QAMH
- develop and lead the delivery and reporting requirements of funders for QAMH projects
- consult and communicate with Members and the sector to identify needs and share information
- supervise staff reporting to the role and manage internal and external stakeholders to develop and deliver projects and policy work
- participate in appropriate stakeholder networks, advisory groups, policy discussions, meetings and conferences as delegated by the Chair
- actively seek opportunities for new business and growth in line with the strategic direction of QAMH
- drive new project, research and partnership opportunities that advance the development and capacity of the community wellbeing sector in Queensland and promote its value within the wider health system

Strategy, Policy and Program Development:

- remain up-to-date and fully informed on all significant developments in the mental health sector and in psychosocial disability
- identify strategic issues; lead and manage the development and implementation of strategic plans, policies and evaluation processes
- oversee the development of programs and projects that align with the organisation's strategic direction and enable improved access to government and non-government funding
- contribute to research and evaluation initiatives relevant to the sector

Financial Accountability and Sustainability

- identify opportunities for diversification of recurrent funding through government and other funding sources
- accountability for obligations under funding agreements
- with the support of the business manager, be responsible for the preparation of annual budgets including expenditure and income projections, monitoring financial performance and progress against budget
- operate within the delegations of authority of QAMH to ensure responsible financial management in line with the objectives of the organisation

Key Role Information

Membership and Stakeholder Relations:

- build coalitions and collaborative partnerships with other relevant peak bodies and key organisations
- ensure engagement of the organisation focuses on the key issues of the sector
- ensure that Members have access to information that reflects the range of views in the sector and provide critical analysis of key areas of interest to the sector
- develop and implement systems and processes that encourage effective consultation and engagement with Members, community groups and other stakeholders to lead the objectives of QAMH
- ensure the organisation has a range of effective mechanisms for and dissemination of information and appropriate marketing of programs and other activities

Support, Reporting and Collaborating with the Board:

- resource and support the board in its role and work
- provide timely information, reports and advice that supports the board's strategic thinking and direction setting
- prepare advice to the board regarding operations, long-term resourcing needs, governance issues, operational structure and other management areas

General Management:

- manage the day-to-day operations of the organisation so that it functions effectively and efficiently
- manage employees (either directly or through delegation) in their area of responsibility including recruitment, training, professional development and appraisal, to ensure that they are achieving the requirements of their positions and are working effectively together
- ensure compliance with relevant government legislation
- contribute intelligence to business direction and operations of QAMH
- liaise with funding bodies and government officers as required
- identify and respond to risk and OH&S obligations for QAMH
- model the QAMH values in work

Key Role Information

General Management Continued:

- foster an engaged and safe workplace that embraces diversity
- ensure a system is in place for monitoring the organisational culture
- ensure compliance of QAMH with both internal policies and external regulations and requirements
- complete annual appraisal with board and complete training identified as part of professional development plan
- other duties in line with role as agreed with Chair

Changes in the Key Results Areas:

- these key result areas may be subject to change by a formal decision of the Board because of changes in the strategic direction of QAMH

How to Apply

To be considered, please submit your resume and cover letter (Word Format) by visiting www.ontalent.com.au/qamh/.

Our Ideal Candidate

Experience:

You must have deep knowledge and understanding of contemporary mental health issues and a strong track record of leadership, preferably in the community mental health sector - we cannot stress this enough. You are more likely to come from the sector than not. There are a lot of strategic moving pieces that will require you to be able to keep focused and energised as you flex your relationship skills to deliver results. You will have successfully developed and influenced policy agendas and built strategic partnerships. Ideally, you will have experience working in membership-based organisations, but this is not essential if you can demonstrate the capability to develop and manage strategic relationships across a broad range of stakeholders.

Qualifications:

Tertiary qualifications in a health-related field such as Psychology, Social Work, Occupational Therapy or Nursing will help you be credible with your stakeholders. Alternatively, you can demonstrate your deep understanding of the issues and opportunities from a different perspective – perhaps even through a more clinical lens.

Leadership Style:

We are looking for a strong, collaborative and discerning leader. You will be able to navigate the complexity of membership and other stakeholders ensuring they feel heard, even when the path chosen is different to their expectations. You will be curious, lean into change, be collaborative and relationship-driven. You are open, honest and transparent with stakeholders and actively seek to cultivate an open and safe culture.

Success Factors

Unsurprisingly, you have already read about the need to have a deep knowledge and understanding of the issues and opportunities in the community mental health sector to be successful. You are a master in switching between strategic development, prioritisation and execution discipline, government relationships and being able to influence and lead your peers in other states and nationally. You know how to make the complex simple, and the simple compelling. You will have built effective partnerships, developed evidence-based policy solutions and advocated for and influenced their adoption.

Personality Factors:

You have presence, and gravitas at appropriate levels to the stakeholders you are engaging with at any time. The role requires a high-energy, resilient and proactive leader with a growth mindset. The warmth and compassion that you exhibit naturally will engender trust in stakeholders and ensure you can enjoy and enhance the positive legacy you are inheriting.

Get in Contact



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Ready to make a lasting impact? Apply today and lead QAMH in building a stronger, more resilient mental health sector.