



EMMA HAY

PRINCIPAL CONSULTANT MEDICAL SPECIALIST

CAREER SUMMARY

Emma Hay brings extensive healthcare experience across clinical practice, governance, quality and risk, organisational improvement and healthcare transformation. Her career spans acute, peri-operative, community and specialist healthcare environments, giving her a strong understanding of the leadership, workforce and operational challenges facing healthcare organisations.

Emma has worked closely with executives, clinicians, multidisciplinary teams and external stakeholders throughout her career. As Clinical Risk and Quality Manager at St John of God Geelong, she provided leadership across clinical governance, patient safety, accreditation, risk management and continuous improvement. Her role required her to advise senior leaders, analyse complex information and support decision-making on sensitive clinical, operational and governance matters.

Across St John of God Health Care, Emma also led the development and implementation of contemporary clinical incident review methodologies across multiple hospitals. Her earlier policy leadership involved extensive consultation with clinical, operational and governance stakeholders and translating regulatory, evidence and organisational requirements into practical frameworks.

Emma's broader experience includes clinical risk, quality and education leadership at Timboon and District Healthcare Service and specialist healthcare consultancy. This is underpinned by an extensive nursing career across diverse clinical settings, providing credibility and insight when engaging with healthcare professionals and executives across different disciplines and career stages.

Emma holds a Bachelor of Nursing, postgraduate qualifications in Health Communications and a Diploma of Management, together with formal training in healthcare quality improvement.

As a HardyGroup Consultant, Emma brings an informed practitioner's perspective to executive search. Her understanding of healthcare structures, clinical and corporate interfaces, governance and organisational performance enables her to understand the context behind an executive brief and engage credibly with senior candidates. Her experience analysing evidence and working with senior stakeholders supports rigorous candidate assessment, particularly for appointments requiring sound judgement, governance capability, stakeholder influence and leadership across complex healthcare environments.

EXECUTIVE SUMMARY

An accomplished healthcare leader with extensive experience across clinical governance, quality and risk, organisational improvement and healthcare transformation. Emma combines clinical credibility with strong stakeholder engagement and a detailed understanding of complex healthcare environments. Her experience working with executives, clinicians and multidisciplinary teams provides valuable insight into the leadership capabilities required to deliver safe, effective and sustainable healthcare services.

AREAS OF EXPERTISE

- Healthcare Leadership & Organisational Improvement
- Clinical Governance, Quality & Risk
- Healthcare Transformation & Change Management
- Stakeholder Engagement & Strategic Partnerships
- Leadership Capability & Organisational Performance