

# Role Description

## Clinical Manager

<b>Cluster</b>	Health
<b>Agency</b>	NSW Ambulance
<b>Division/Branch/Unit</b>	Clinical Operations
<b>Role number</b>	Various
<b>Classification/Grade/Band</b>	Station Manager
<b>Role Type</b>	Clinical
<b>Date of Approval</b>	TBC
<b>Agency Website</b>	<a href="http://www.ambulance.nsw.gov.au">www.ambulance.nsw.gov.au</a>

### Primary purpose of the role

The Clinical Manager is responsible for the leadership and management of Clinical Team Leaders at medium or large stations, to ensure the delivery of out-of-hospital healthcare that is timely, patient-centered, high-quality and cost-effective; including through clinical and operational practice, rescue and patient transport services. The Clinical Manager provides leadership and support to their teams with assistance from Clinical Team Leaders.

The Clinical Manager is a rapid response resource and may at times be rostered to supervisory roles as part of an operational crew. They provide clinical leadership and oversee the welfare of local teams which may include clinical volunteers on a day-to-day basis. Clinical Managers are able to confidently manage a complex clinical response.

Where the Clinical Manager is the senior position at a station, the Clinical Manager will be the Officer in Charge.

### Key Accountabilities

- Lead a culture of clinical excellence through the leadership and supervision of clinicians, ensuring the delivery of appropriate educational or capability enhancement solutions to deliver quality, safe and integrated healthcare.
- Attend incidents as a rapid responder and provide support and supervision at incidents, including through the implementation of incident management structures at scenes, as dispatched by the Control Centre or as delegated by a Group Manager.
- Exercise approved delegations concerning financial, human and physical resources relating to their designated location, to ensure the delivery of high-quality mobile health services to the community.
- Support the provision of reliable healthcare including through the evaluation of data to identify local trends or practices, initiation and participation in quality improvement initiatives, role-

modelling reflective practice and continuous learning, and engaging in multidisciplinary teams with other health professionals and organisations to achieve health outcomes.

- Assume or share responsibility for the professional development and performance management of staff, including through the facilitation of opportunities for capability improvement and upskilling, and the early identification and effective management of issues relating to work performance, consumer feedback and staff grievances.
- Provide mentorship support to Clinical Team Leaders to enhance and upskill their leadership capabilities, and attend as a member of a dual crew at times to allow Clinical Team Leaders time at station to complete their management duties.
- Share responsibility for the establishment, maintenance, oversight and governance of the highest quality, evidence based clinical care delivery by paramedics including through providing direct and/or indirect clinical supervision of staff by attending as a member of a dual crew.
- Ensure compliance for self and for teams with NSW clinical and leadership credentialing requirements and registration requirements under the Paramedicine Board of Australia.
- Take a lead role in establishing and upholding a positive workplace culture of staff and patient safety, clinical excellence, psychological safety, fairness and equity, and an environment free of bullying and harassment; through modelling appropriate behaviours and challenging inappropriate workplace conduct.
- Ensure compliance with all applicable legislation, NSW Ambulance policies, procedures and standards, including those relating to work health and safety, workers compensation and health and wellbeing.

### Key challenges

The role of the Clinical Manager brings forth a challenge in creating an environment that nurtures and upholds excellence in clinical practice and patient experiences. They must be able to guarantee the delivery of excellent clinical care to patients while upholding and attaining professional standards in daily ambulance operations and establishing and cultivating a team-oriented atmosphere that mitigates industrial conflicts, workplace grievances, and community concerns.

### Key relationships

Who	Why
<b>Internal</b>	
Paramedics	To offer guidance, reports, and counsel as needed, encompassing all facets of clinical leadership and staff well-being concerning their team's performance.
Senior Clinical Manager or Group Manager	To provide advice, briefings and management reports on all aspects of clinical response and staff welfare relative to operational performance of the stations
Clinical Team Leaders	Provide clinical leadership, oversee staff welfare and performance management
Other Clinical Managers	To cultivate dynamic and innovative service provision within their area of responsibility

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Other managers, Control Centre employees and on-road operational staff including Clinical Volunteer teams	In relation to governance, professional development, clinical quality and operational matters
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### External

NSW Health providers, emergency service agencies and the community	To cultivate dynamic and innovative service provision within their area of responsibility
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## Role dimensions

### Decision making

The Level of Authority as per the NSW Ambulance delegations has been set at Level 6 for this position. For further information please review the Delegations Manual on the NSW Ambulance Intranet.

### Reporting line

Senior Clinical Manager or Group Manager (location dependent)

### Direct reports

Clinical Team Leaders

### Budget/Expenditure

Financial Delegation as per the NSW Ambulance delegations of up to \$5k.

## Essential requirements

It is the responsibility of all staff to ensure NSW Ambulance is a workplace free from bullying and harassment. All staff must behave in a respectful and acceptable manner. Staff must report and respond appropriately to any instances or perceptions of bullying. Managers are required to implement actions that prevent or minimise the risk of unacceptable behaviours, ensuring bullying, harassment and victimisation are identified as early as possible and responded to and effectively managed.

Comply with the relevant policies and procedures for Occupational Assessment Screening and Vaccination Against Specified Infectious Diseases.

## Selection Criteria

1. Possess required certifications, licenses and registrations to comply with relevant credentialing procedures as a paramedic and commit to undertaking ongoing necessary and relevant training and work experience as determined by NSW Ambulance. NSW Ambulance clinical specialisation and/or clinical or leadership post-graduate qualifications are considered highly desirable for this position.

2. Demonstrated expertise in, and enthusiasm for, the maintenance of the highest quality clinical care delivery and associated governance, and a commitment to clinical and operational quality and performance improvement initiatives.
3. Provide evidence of training and/or demonstrated experience in the supervision of emergency management/scene management through actual events or active participation in programmed special events.
4. Demonstrated ability to deliver high quality clinical care and provide clinical leadership, mentoring and supervision to less experienced paramedics.
5. Demonstrate sound knowledge of NSW Ambulance operations and infrastructure and ability to interpret and apply Industrial Awards, Agreements and policies and human resources policies and practices.
6. Demonstrate well-developed problem solving, analytical and decision-making skills.
7. Exhibit strong oral and written communication skills, including consultation, presentation, facilitation skills and negotiation skills.
8. Demonstrate people management skills, including providing staff support, facilitating professional development and undertaking performance management including through the early identification of unacceptable workplace behaviors and taking appropriate action such as investigation, resolution and monitoring of harassment and bullying, grievance issues and conflict resolution.

## Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

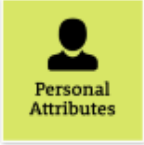



The capabilities are separated into focus capabilities and complementary capabilities.





### Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

## Focus capabilities













Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p><b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
 <p>Personal Attributes</p>	<p><b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate and maintain a high level of personal motivation</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	Adept

	<p><b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>• Seek and apply specialist advice when required</li> <li>• Complete work tasks within set budgets, timeframes and standards</li> <li>• Take the initiative to progress and deliver own work and that of the team or unit</li> <li>• Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals</li> <li>• Identify any barriers to achieving results and resolve these where possible</li> <li>• Proactively change or adjust plans when needed</li> </ul>	Intermediate
	<p><b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</p>	<ul style="list-style-type: none"> <li>• Be proactive in taking responsibility and being accountable for own actions</li> <li>• Understand delegations and act within authority levels</li> <li>• Identify and follow safe work practices, and be vigilant about own and others' application of these practices</li> <li>• Be aware of risks and act on or escalate risks, as appropriate</li> <li>• Use financial and other resources responsibly</li> </ul>	Intermediate
	<p><b>Technology</b> Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> <li>• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks</li> <li>• Use available technology to improve individual performance and effectiveness</li> <li>• Make effective use of records, information and knowledge management functions and systems</li> <li>• Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies</li> </ul>	Intermediate
	<p><b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Collaborate to set clear performance standards and deadlines in line with established performance development frameworks</li> <li>• Look for ways to develop team capability and recognise and develop individual potential</li> <li>• Be constructive and build on strengths by giving timely and actionable feedback</li> <li>• Identify and act on opportunities to provide coaching and mentoring</li> <li>• Recognise performance issues that need to be addressed and work towards resolving issues</li> <li>• Effectively support and manage team members who are working flexibly and in various locations</li> <li>• Create a safe environment where team members' diverse backgrounds and cultures are considered and respected</li> <li>• Consider feedback on own management style and reflect on potential areas to improve</li> </ul>	Intermediate

## Complementary capabilities


*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Foundational
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Foundational
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Foundational

## Healthcare Safety and Quality Capabilities

The Healthcare Safety and Quality Capabilities complement the NSW Public Sector Capability Framework. They are an occupation-specific set for NSW Health employees that describe the capabilities and associated behaviours of health service workers required to prevent patient harm, ensure reliability and improve quality of outcomes. The behavioural indicators are a series of statements that illustrate the knowledge, skills and associated behaviours that an employee should ideally demonstrate. Behavioural indicators are organised into level descriptors. The five descriptors range from 'foundational' to 'highly advanced', reflecting a progressive increase in complexity and skill, but not necessarily hierarchy. Level descriptors are mapped to role type depending on the complexity and skill required for the role.

HEALTHCARE SAFETY & QUALITY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
	Contribution to High Reliability	Understand and apply knowledge regarding how the organisational, team and individual conditions influence reliable service delivery to achieve safe, high-quality care	Intermediate
	Manage Clinical Incidents and Risks	Identify, communicate and manage clinical incidents and risk	Adept
	Manage Individual Factors that Influence Performance at Work	Be aware of thoughts, emotions and physical feelings that influence effective performance at work and adapt when necessary to deliver safe, reliable care	Adept
	Uphold a Safety Culture	Support staff, patients, families, and carers to feel safe, engage in learning and to acknowledge when an incident has occurred	Adept
	Utilise Improvement Methodologies	Able to understand and utilise appropriate improvement, research and applied science methodologies to achieve change for healthcare improvement	Adept
	Utilise Systems Thinking	Able to see the individual parts of the healthcare organisation, how they operate and interact, and their patterns of behaviour over time, and to use that information to contribute to change for safety and quality	Intermediate