



# Canberra Health Services Consultation Paper

## Administration Structure Review Division of Medicine

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## 1. Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person-centred care. It provides acute, sub-acute, primary, and community-based health services to the Australian Capital Territory (ACT)—a catchment of approximately 400, 000 people. It also services the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire, and the Yass Valley.

CHS administers a range of publicly funded health facilities, programs and services including but not limited to:

- **The Canberra Hospital:** a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services.
- **University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research:** a dedicated and purpose-built rehabilitation facility, with 140 inpatient beds, 75-day places and additional outpatient services.
- **Mental Health, Justice Health, Alcohol and Drug Services:** provide a range of health services from prevention and treatment through to recovery and maintenance at a number of locations and in varied environments for people suffering from mental health issues.
- **Dhulwa Secure Mental Health Unit:** a purpose designed and built facility providing clinical programs and treatment options for people suffering from acute mental health issues.
- **Six community health centres:** providing a range of general and specialist health services to people of all ages.
- **Three Walk-in Centres:** which provide free treatment for minor illness and injury.
- A range of **community-based** health services including early childhood services, youth and women’s health, dental health, mental health and alcohol and drug services.

CHS is a partner in teaching with the Australian National University, the University of Canberra, and the Australian Catholic University.

On 1 October 2018 ACT Health transitioned into two separate organisations being the ACT Health Directorate (ACTHD) and Canberra Health Services (CHS).

To enable CHS to have a strong focus on operational effectiveness, efficiency, and accountability in the health services we provide, CHS is proposing a realignment of functions.

The [current organisational chart](#) and the recent [Annual Report](#) and the ACT Government [Budget Papers](#) provide more detail about CHS.

## 2. Purpose

The purpose of this paper is to describe the concepts of the proposed changes to the Division of Medicine (DOM) administration structure and seek feedback and suggestions from all relevant parties.

## 3. Current model

The current administration structure for the DOM is at **Attachment A**.

## 4. Rationale for change

Following an internal formal DOM survey in December 2022, the feedback received from leaders and managers noted the following opportunities for improvement. These have also been echoed informally and formally at other discussions and meetings throughout 2022:

- Improved support is required to specialties, leaders and cost centre managers in terms of service delivery, service development and strategy.
- Career progression and succession planning is required, specifically due to the large capability range differential in Administration Service officer and Senior Officer roles
- Increased training and education was highly desirable across various groups to meet the needs of the business
- Support to the Division of Medicine senior leadership team could be improved

The feedback received, along with results from the December DOM Pulse Survey, has helped to form the draft Division of Medicine People & Culture plan on a page. The plan, once finalised, will be used by DOM moving forward to recruit and retain talent, monitor, and optimise people and culture performance indicators for cultural growth and safety; and develop innovative workforce solutions to modernise our models of care.

Considering all feedback received, and to facilitate the support required for the DOM, the following positions will be created:

### 1. **Establishment of SOGC, Division of Medicine Operations & Business Officer roles**

These roles are being created to provide a pathway between the current SOGB Business Manager roles and the ASO5 Administration Manager roles. The establishment of these roles is designed to alleviate the operational tasks which currently sit with Business Managers and/or cost centre managers. The roles also

provide a pathway for career progression and succession planning within the Division and within CHS.

## **2. Establishment of additional ASO5, Division of Medicine Project Support Officer**

The ASO5 Executive Assistant role to the Executive Director within the current administration structure has the opportunity to be used more broadly. It is proposed that the funding for this position be repurposed to the newly created ASO5 Division of Medicine Project Manager role, supporting all members of the DOM Senior Leadership Team (Executive Director, Director of Nursing, Clinical Director, Allied Health Lead, Director of Operations) for those initiatives which cross multiple groups and roles and require high-level coordination.

## **3. Establishment of two additional ASO5, Administration Manager**

To ensure there is adequate support at the Administration Manager level, it is proposed that two staff members are within each Business stream. This will require the establishment of two additional ASO5 Administration Manager positions.

## **4. Establishment of one additional SOGB Position**

It is proposed that the current SOGB Project Manager role be repurposed to a Business Manager position with the funding transferred to this new position. This will provide additional support at the SOGB level, and leadership and guidance for junior staff. This also allows the Director of Operations to remove direct lines to several units allowing for greater utilisation of time to provide internal strategic and operational support across the DOM and to the administration streams.

As part of the review process of portfolio responsibilities, a realignment is proposed to ensure equitable work amongst division senior administration staff. An analysis of both budgets and FTE staffing was conducted. Financial implications for proposed positions are being funded from a reallocation of funding from within the DOM existing budget.

As part of the realignment, it is proposed that the reporting line for the Physician Training Office and the Registrar Relief Pool change from sitting with the Emergency Department, to direct to the DOM Clinical Director in order to reflect their division-wide focus.

As part of this process, it is proposed that the naming conventions for senior administration roles within the Division are changed to better align with CHS naming conventions. This includes:

- Amending the title of Director of Operations to Senior Director of Operations and
- Amending the title of Business Manager to Operations and Business Manager.

## 5. Future model

### 5.1. Scope of the future model

The proposed structure is at **Attachment B**.

The key changes are:

- Create 2 x SOGC Operations & Business Officer positions within the Division, reporting to the Operations & Business Managers. One will be a new position number, and one will be an adaptation/repurpose of P10680 which is the current Operations Manager position for the Emergency Department. This position is nominally vacant. A draft duty statement is at **Attachment C**. Individual consultation will occur with the current acting occupant of the Operations Manager position within the Emergency Department.
- Individual consultation will occur with the current nominal occupant of the ASO5 Executive Assistant position providing the opportunity to transition into either the newly created ASO5 DOM Project Support officer position or an ASO5 Administration Manager position. The proposed duty statement for the project support officer position is at **Attachment D**.
- Reclassify the SOGB Project Manager position to a SOGB Operations & Business Manager. Consultation with the nominal occupant of the Project Manager position will occur. The position would utilise the current SOGB Business Manager duty statement which is at **Attachment E**.
- Create two new ASO5 Administration Manager positions which would utilise the current duty statement for these roles. A copy of this is at **Attachment F**.
- Introduction of a 12 to 18-month rotation between streams for Business Managers. This will allow business managers to learn all areas of the division of medicine and allow for easier backfill and coverage of annual leave. This also allows for skill sharing and skill development both for these roles and the roles subordinate to these roles.
- Removal of direct lines from the Senior Director of Operations to several DOM Specialty Units allowing the role to provide more focus on strategic and operational support across the Division.
- Individual consultation with Business Managers over their responsible streams and any changes.

## 5.2. Benefits of the future model

The proposed changes to the structure will:

- Provide additional capacity to support the Division at the operational and strategic level.
- Provide opportunities for succession planning as well as career development progressions and prospects.
- Allow greater capacity for business improvement processes to be developed and implemented.
- Provide a more efficient and effective administrative support structure for Unit Directors, Assistant Directors of Nursing, and their staff.
- Redirect resources towards identified training and education opportunities to develop and grow staff internally.

## 5.3. Implementation of the future model

Implementation will be dependent on the outcomes of the consultation process and feedback received. To ensure effective consultation, employee participation and staff input in the consultation process for the change CHS is conducting the consultation process in accordance with:

- Section O of the ACT Public Sector Medical Practitioners Enterprise Agreement
- Section P of the ACT Public Sector Nursing and Midwifery Enterprise Agreement
- Section G of the following Enterprise Agreements:
  - o Administrative and Related Classifications
  - o Health Professionals
  - o Support Services
  - o Technical and Other Professional
  - o Infrastructure Services

## 5.4. Implications for not undertaking the change

- By not making the proposed changes, the DOM will be unable to provide the necessary support to Clinical areas in terms of strategic and operational objectives.
- Continued increasing demands will reduce the ability of individual staff to exercise their management/leadership functions, impacting the timely delivery of health services.
- Business continuity will remain at risk with reduced opportunity to develop appropriately skilled leaders.

- Specialty units will continue to experience inequity in the level of administrative support available.
- Opportunity will be missed to implement succession planning and career progression pathways within the Division.

## 6. Consultation methodology

This proposal provides more detail in relation to the Administration structure change. There are still details that need to be determined and your feedback, suggestions and questions will assist in further refining the detail for the Division.

The consultation period will be from 15 February 2023 – 1 March 2023 and below is the proposed timeline

Steps	Action	Dates
1	Letter and consultation document to be provided to Unions.	Monday 20 February 2023
2	Consultation document to be sent to stakeholders	Tuesday 21 February 2023
3	Staff forums	Friday 24 February 1pm – 2pm Friday 3 March 10.30am – 11.30am Adhoc as requested
4	Consultation period ends	6 March 2023
5	Any provided suggestions from consultations will be reviewed and any changes incorporated into the final paper within one week	From 7 March 2023

Feedback can be provided via email to [CHSDOM@act.gov.au](mailto:CHSDOM@act.gov.au) and is due by close of business **6 March 2023**.

We are seeking responses to the following questions:

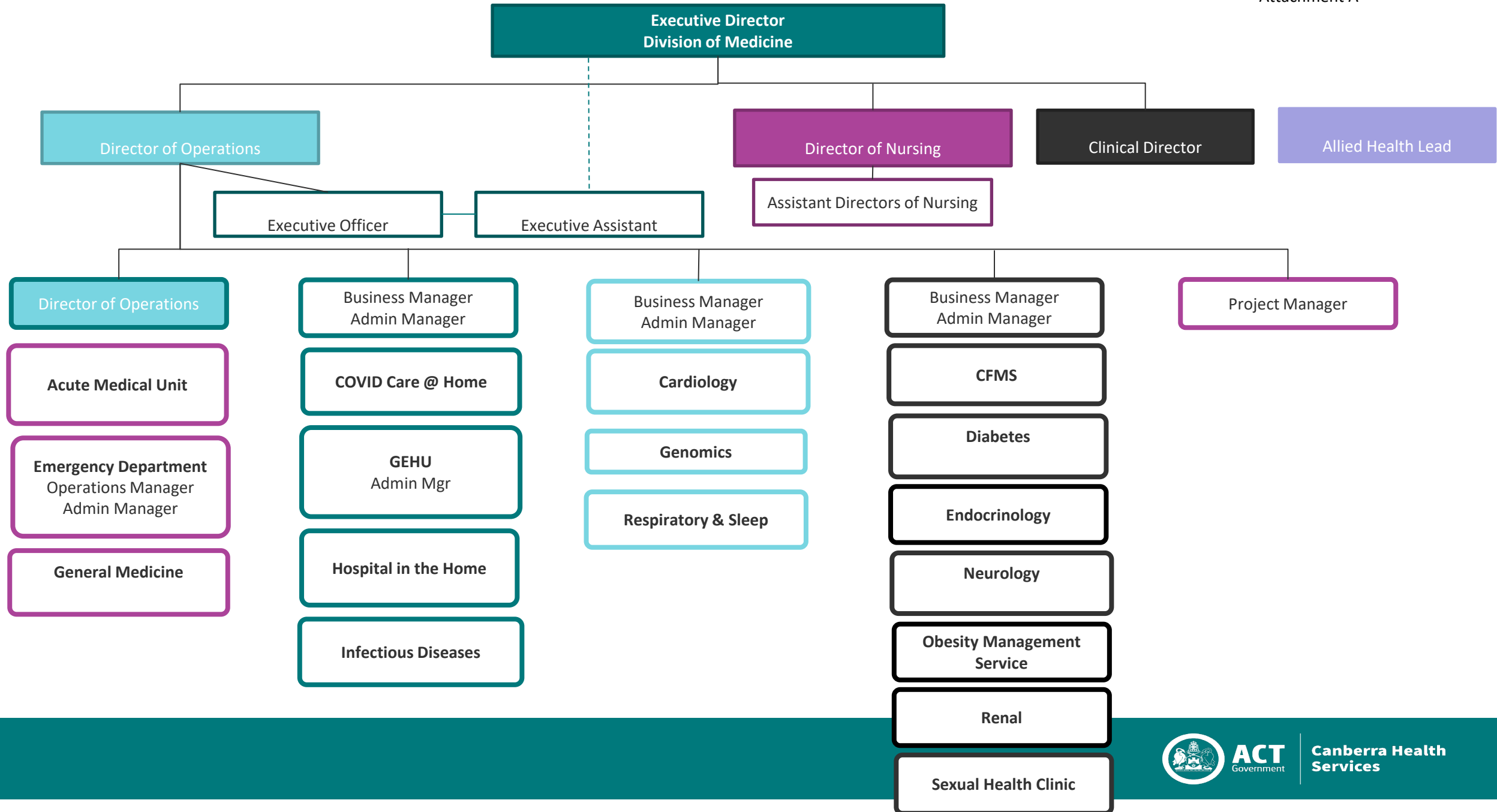
1. What have we not thought of?
2. Do you have any concerns about the proposal so far, if so, what are they?
3. Do you have any other feedback you would like to be considered in relation to the administration structure change?

For any further information, please contact Liza Marando on [liza.marando@act.gov.au](mailto:liza.marando@act.gov.au)



## 7. References

<b>Document</b>	<b>Author</b>
<i>Canberra Health Services Strategic Plan</i>	<i>CEO, Canberra Health Services</i>
<i>Recruitment policy</i>	<i>People &amp; Culture, Canberra Health Services</i>
<i>People &amp; Culture Business Plan/Strategic Objectives</i>	<i>People &amp; Culture, Canberra Health Services</i>



Proposed new position

Repurposed position

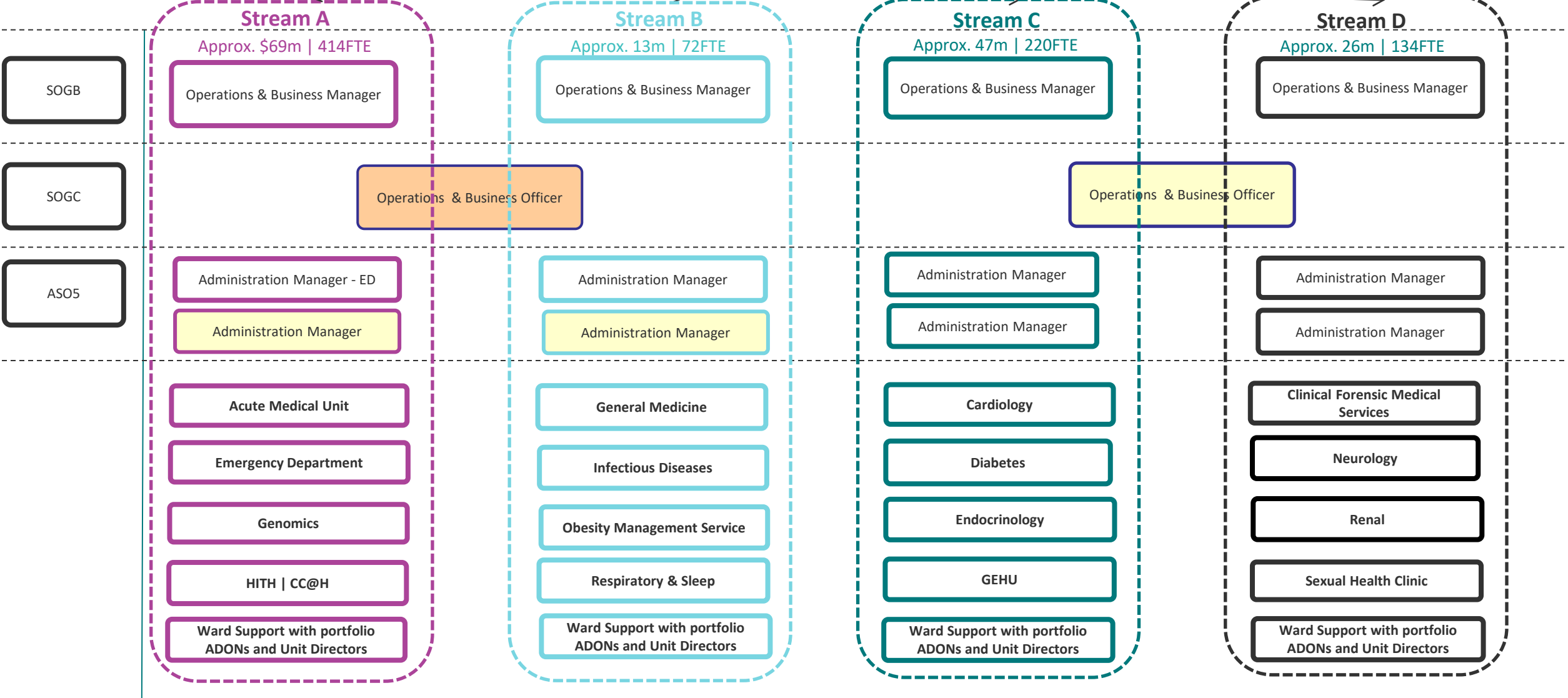
Senior Director of Operations SOGA

Executive Officer SOGC

DOM Project Support Officer ASO5

Clinical Director

Reg Relief Pool Physician Training Office (Change reporting line)



ACT Government

Canberra Health Services



# POSITION DESCRIPTION

<b>Directorate</b>	Canberra Health Services	<b>Reporting Relationships</b> <div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Senior Director of Operations</div> <div style="font-size: 2em; margin: 10px 0;">↑</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Operations and Business Manager</div> <div style="font-size: 2em; margin: 10px 0;">↑</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Operations and Business Officer</div> </div>
<b>Division</b>	Medicine	
<b>Business Unit</b>	Medicine Operational	
<b>Position Number</b>	10680, TBC	
<b>Position Title</b>	Operations and Business Officer	
<b>Classification</b>	SOGC	
<b>Location</b>	Canberra Hospital	
<b>Last Reviewed</b>		

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person-centred care. We provide acute, sub-acute, primary and community-based health services, to the Australian Capital Territory (ACT) and surrounding regions. More information can be found on the [CHS website](#).

Our **Vision**: creating exceptional health care together

Our **Role**: to be a health service that is trusted by our community

Our **Values**: Reliable, Progressive, Respectful and Kind

## POSITION OVERVIEW

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The Division of Medicine provides a range of medical specialties and allied health services. A strong emphasis is placed across all sections on accessible and timely care, delivered to a high standard of safety and quality. This is underpinned by the Division's commitment to research and training. The Division works in partnership with professional colleagues, consumers, and a range of government and non-government service providers to ensure the best possible outcomes for patients.

The position provides leadership for, and financial/human resource management of the administrative staff within several units within the Division to support and enhance the business and clinical services. In addition to this, under the direction of the Operations and Business Manager, coordinate and prepare Key Performance Indicator's (KPI's), government business including briefings and correspondence, assembly material, divisional business projects, risk and policy registers.

## DUTIES

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Under limited direction of the Operations and Business Manager, you will:

1. Under limited direction provide leadership including financial and human resource management for the administrative staff within several Medical Units to support and enhance the business and clinical services of the Department.
2. In collaboration with the Operations and Business Manager, ensure a professional, consistent, customer focused, streamlined approach to the provision of administrative services.
3. Coordinate and respond to Consumer Feedback relating to Units of responsibility.
4. Under the direction of the Operations and Business Manager, coordinate and prepare government business including briefings, correspondence and assembly material.
5. Provide guidance and support in relation to risk management, including the management of the Unit Risk Registers.
6. Analyse and report on a suite of performance indicators such as monthly patient data, transcription and medicare eligibility reports. Provide advice to the DoM leadership team on this data as required.
7. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

## ABOUT YOU

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CHS is committed to workforce diversity and to creating an inclusive workplace. As part of this commitment, we welcome applications from all diversity groups. Aboriginal and Torres Strait Islander peoples, people with disability and people who identify as LGBTQIA+ are particularly encouraged to apply.

### Behavioural Capabilities

1. Excellent interpersonal and communication skills and significant experience in establishing and maintaining productive and collaborative internal and external working relationships.
2. Strong organisational skills with a high degree of drive
3. Adaptability and flexibility to accommodate change and provide responsive services to meet clients' needs.

### Position Requirements / Qualifications

#### Mandatory

- CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide [Digital Health Record](#). Computer literacy skills are required which are relevant to this role as you will be responsible for completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates and contingencies.

#### Desirable

- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.

- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

**Please note prior to commencement successful candidates will be required to:**

- Undergo a pre-employment National Police Check.

## **WHAT YOU REQUIRE**

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These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

1. Proven experience in leadership and management of an administrative team to achieve business plan goals and objectives through sound management of human and financial resources in a clinical setting.
2. Proven experience in the preparation and coordination of high level and high-quality documentation including Assembly, Ministerial, Consumer Feedback, submissions and correspondence.
3. Demonstrated understanding of CHS information systems, key performance indicators, data collection, analysis, preparation of reports, data quality management and the use of data to drive improvements.
4. Demonstrated high level interpersonal and communication skills, including the ability to liaise, consult and negotiate with stakeholders internally and externally to the Canberra Health Service.
5. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.

## WORK ENVIRONMENT DESCRIPTION

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

ADMINISTRATIVE	FREQUENCY
Telephone use	Frequently
General computer use	Frequently
Extensive keying/data entry	Frequently
Graphical/analytical based	Frequently
Sitting at a desk	Frequently
Standing for long periods	Never

TRAVEL	FREQUENCY
Frequent travel – multiple work sites	Never
Frequent travel – driving	Never

PSYCHOSOCIAL DEMANDS	FREQUENCY
Distressed People e.g. Emergency or grief situations	Occasionally
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Occasionally
Unpredictable People e.g. Dementia, mental illness, head injuries	Occasionally
Restraining e.g. involvement in physical containment of clients/consumers	Never
Exposure to Distressing Situations e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	Never

SPECIFIC HAZARDS	FREQUENCY
Working at heights	Never
Exposure to extreme temperatures	Never
Operation of heavy machinery e.g. forklift	Never
Confined spaces	Never
Excessive noise	Never
Low lighting	Never
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Never

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Never
Working outdoors	Never

MANUAL HANDLING	FREQUENCY
Lifting 0 – 9kg	Never
Lifting 10 – 15kg	Never
Lifting 16kg+	Never
Climbing	Never
Running	Never
Reaching	Never
Kneeling	Never
Foot and leg movement	Never
Hand, arm and grasping movements	Never
Bending/squatting	Occasionally
Bend/Lean Forward from Waist/Trunk twisting	Never
Push/pull	Occasionally
Sequential repetitive movements in a short amount of time	Never



# POSITION DESCRIPTION

<b>Directorate</b>	Canberra Health Services	<b>Reporting Relationships</b> <div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; margin: 5px; color: red;">Senior Director of Operations</div> <div style="font-size: 2em; margin: 10px 0;">↑</div> <div style="border: 1px solid black; padding: 5px; margin: 5px; color: red;">Executive Officer</div> <div style="font-size: 2em; margin: 10px 0;">↑</div> <div style="border: 1px solid black; padding: 5px; margin: 5px; color: red;">Project Support Officer</div> </div>
<b>Division</b>	Medicine	
<b>Business Unit</b>	Executive	
<b>Position Number</b>	TBC	
<b>Position Title</b>	Project Support Officer	
<b>Classification</b>	ASO5	
<b>Location</b>	Canberra Hospital	
<b>Last Reviewed</b>		

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The Division of Medicine provides adult medicine services to the Canberra community in inpatient, outpatient, and outreach settings. An emphasis is placed on accessible, timely and integrated care, which is delivered to a high standard of safety and quality.

The Project Support Officer will report to the Executive Officer and undertake key activities to support the planning and delivery of projects for the Division of Medicine. The Project Support Officer will provide assistance to the Division of Medicine Senior Leadership Team to manage a number of projects, ensuring that they are delivered on time.

## DUTIES

Under direction of the Executive Officer, you will perform a key project support function for the Division. You will:

1. Assist with the planning and development of projects across the Division of Medicine.
2. Achieve agreed project timeframes, to achieve specified outcomes.



3. Develop and maintain effective relationships with key internal and external stakeholders. Liaise, negotiate and consult with stakeholders, consumers and other government bodies as required.
4. Prepare a range of documents, including briefs, reports, tender documentation and correspondence relating to Division of Medicine projects
5. Provide assistance in producing project documentation including monitoring of timelines.
6. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

## ABOUT YOU

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CHS is committed to workforce diversity and to creating an inclusive workplace. As part of this commitment, we welcome applications from all diversity groups. Aboriginal and Torres Strait Islander peoples, people with disability and people who identify as LGBTQIA+ are particularly encouraged to apply.

### Behavioural Capabilities

1. Be flexible, adaptable and comfortable with a changing working environment;
2. Have strong interpersonal and negotiation skills, and the ability to develop and maintain positive working relationships across CHS and with external stakeholders;
3. Be able to respond to and prioritise competing requests in a calm and efficient manner, while maintaining high work standards and accuracy; and
4. Have a commitment to achieving positive outcomes for clients and the CHS organisation

### Position Requirements / Qualifications

#### Mandatory

- CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide [Digital Health Record](#). Computer literacy skills are required which are relevant to this role as you will be responsible for completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates and contingencies.

#### Desirable

- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.
- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

**Please note prior to commencement successful candidates will be required to:**

- Undergo a pre-employment National Police Check.
- Prior to commencing this role, a current registration issued under the [Working with Vulnerable People \(Background Checking\) Act 2011](#) is required.
- Comply with Canberra Health Services Occupational Assessment, Screening and Vaccination policy.

## WHAT YOU REQUIRE

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These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

1. Experience in project management in a health care setting.
2. Ability to analyse problems and to identify solutions in collaboration with others.
3. Demonstrated stakeholder management skills, including the ability to engage with internal and external stakeholder groups, utilising interpersonal, conflict resolution and negotiation skills.
4. Knowledge of government processes, or demonstrated ability to quickly acquire this knowledge, for project management.
5. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.

DRAFT

## WORK ENVIRONMENT DESCRIPTION

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

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Graphical/analytical based	Occasionally
Sitting at a desk	Frequently
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Frequent travel – driving	Never

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Distressed People e.g. Emergency or grief situations	Never
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Never
Unpredictable People e.g. Dementia, mental illness, head injuries	Never
Restraining e.g. involvement in physical containment of clients/consumers	Never
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SPECIFIC HAZARDS	FREQUENCY
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Exposure to extreme temperatures	Never
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Confined spaces	Never
Excessive noise	Never
Low lighting	Never
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Never

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Occasionally
Working outdoors	Never

MANUAL HANDLING	FREQUENCY
Lifting 0 – 9kg	Frequently
Lifting 10 – 15kg	Never
Lifting 16kg+	Never
Climbing	Never
Running	Never
Reaching	Occasionally
Kneeling	Never
Foot and leg movement	Never
Hand, arm and grasping movements	Frequently
Bending/squatting	Occasionally
Bend/Lean Forward from Waist/Trunk twisting	Occasionally
Push/pull	Occasionally
Sequential repetitive movements in a short amount of time	Occasionally

# POSITION DESCRIPTION

<b>Directorate</b>	Canberra Health Services
<b>Division</b>	Medicine
<b>Branch</b>	Operational
<b>Position Number</b>	45317, 45317, 46440, 27720
<b>Position Title</b>	Business Manager
<b>Classification</b>	Senior Officer Grade B
<b>Location</b>	CHS
<b>Last Reviewed</b>	8 July 2021 - DS



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Reporting to the Director of Operations of Medicine, the Business Manager will provide support to the Unit Directors in the delivery of all operational functions within their relevant specialties. This will include (but not limited to) overseeing the administrative functions within the department, ensuring all key performance targets are met and standard Operating Procedures are adhered to. The Business Manager will be responsible for ensuring that the appropriate data is available, analysed and presented to support business decision making, forging the gap between financial and business management. The role will provide an increased focus on the delivery of streamlined, efficient services which are managed and benchmarked nationally. These roles will lead on the project management of new models of care and organisational change and on the development of services going forward.

## DUTIES

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Under limited direction of the Director of Operations, Medicine (and working with the Executive Director, Clinical Director, Director of Nursing and Assistant

Directors of Nursing), you will be responsible and accountable the functions of the Ambulatory Services. You will be able to work collaboratively with your Department's unit director, senior allied health, senior nursing, and senior administration staff to support the delivery of priorities. You will:

1. Deliver the overall operational management of the speciality/specialities aligned to the division, while aligning the strategic objectives and relevant business plans.
2. Provide high level leadership and management to administration staff and teams.
3. Identify opportunities and develop plans for service redesign, utilising project management, change management and improvement techniques in line with the corporate strategy.
4. Be responsible for the delivery of internal and external performance targets relevant to each speciality and to support the ED and Unit Director in achieving service change as appropriate.
5. Be responsible for the performance monitoring of activity on a daily basis, to support the achievement of CHS targets and monitor subsequent actions required.
6. Manage the coordination and preparation of consumer complaints, correspondence, government business including Ministerial, Questions on Notice, cabinet submissions and assembly material, and Executive briefings and correspondence and provide advice on these matters to ensure the quality of the Directorate's responses.
7. Develop and maintain positive working relationships with staff and key stakeholders across all areas of the Canberra Health Services, the wider ACT Government, the ANU College of Health and Medicine and medical organisations.
8. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

## **ABOUT YOU**

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CHS is committed to workforce diversity and to creating an inclusive workplace. As part of this commitment we welcome applications from all diversity groups. Aboriginal and Torres Strait Islander peoples, people with disability and people who identify as Lesbian, Gay, Bisexual, Transgender, Intersex, or Questioning (LGBTIQ) are particularly encouraged to apply.

### **Behavioural Capabilities**

1. High level communications skills, with demonstrated capability to effectively communicate with senior executive staff across the organisation and external stakeholders.
2. A demonstrated record of achievement in implementing organisational strategies to enhance service delivery and business functions.
3. Strong organisational skills with a high degree of initiative and drive.
4. Adaptability and flexibility to accommodate change and provide responsive services to meet clients' needs.

## Position Requirements/Qualifications:

- Relevant qualifications in public sector management and/or relevant public sector experience.
- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.
- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

## Please note prior to commencement successful candidates will be required to:

- Obtain a Compliance Certificate from OMU (Occupational Medicine Unit) relating to assessment, screening & vaccination processes against specified infectious diseases.
- Undergo a pre-employment National Police Check.

## WHAT YOU REQUIRE

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These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience:

1. Proven extensive experience in providing strategic advice, leading innovation and redesign, and in leading and managing cultural and organisational change within a multi – professional environment.
2. Demonstrated ability of delivery of internal and external performance targets relevant to Ambulatory Services to support the Division of Medicine in achieving service change and timely care.
3. Proven skills in negotiating, developing and managing cooperative relationships, and successfully resolving issues through constructive communication with an ability to operate with a high degree of independence in the execution and adaption of work plans and the determination of priorities
4. Highly developed written communication skills with demonstrated abilities in designing and documenting policies, processes and education materials and complex submissions, briefings, reports for diverse audiences
5. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.

## HOW TO APPLY / OR WANT TO KNOW MORE?

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Applications must be submitted through the e-recruitment system. Applications must include a copy of a current resumé, and

- A response to the selection criteria under “what you require” in no more than two pages.

Where possible include specific relevant examples of your work.

CHS Contact: Liza Marando, Director of Operations (Medicine), 02 5124 8382

## WORK ENVIRONMENT DESCRIPTION

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

ADMINISTRATIVE	FREQUENCY
Telephone use	Frequently
General computer use	Frequently
Extensive keying/data entry	Frequently
Graphical/analytical based	Frequently
Sitting at a desk	Frequently
Standing for long periods	Occasionally

PSYCHOSOCIAL DEMANDS	FREQUENCY
Distressed People e.g. Emergency or grief situations	Occasionally
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Occasionally
Unpredictable People e.g. Dementia, mental illness, head injuries	Occasionally
Restraining e.g. involvement in physical containment of clients/consumers	Occasionally
Exposure to Distressing Situations e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	Occasionally

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Frequently
Working outdoors	Frequently

MANUAL HANDLING	FREQUENCY
Lifting 0 – 9kg	Frequently
Lifting 10 – 15kg	Occasionally
Lifting 16kg+	Occasionally
Climbing	Never
Running	Never
Reaching	Occasionally
Kneeling	Occasionally
Foot and leg movement	Frequently
Hand, arm and grasping movements	Frequently
Bending/squatting	Occasionally
Bend/Lean Forward from Waist/Trunk twisting	Occasionally
Push/pull	Occasionally

Sequential repetitive movements in a short amount of time	Occasionally
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TRAVEL	FREQUENCY
Frequent travel – multiple work sites	Occasionally
Frequent travel – driving	Occasionally

SPECIFIC HAZARDS	FREQUENCY
Working at heights	Never
Exposure to extreme temperatures	Never
Operation of heavy machinery e.g. forklift	Never
Confined spaces	Occasionally
Excessive noise	Occasionally
Low lighting	Occasionally
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Occasionally





# POSITION DESCRIPTION

<b>Directorate</b>	Canberra Health Services	<b>Reporting Relationships</b> <div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Senior Director of Operations</div> <div style="font-size: 2em; margin-bottom: 10px;">↑</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Business Manager</div> <div style="font-size: 2em; margin-bottom: 10px;">↑</div> <div style="border: 1px solid black; padding: 5px;">Administration Manager</div> </div>
<b>Division</b>	Division of Medicine	
<b>Business Unit</b>	Operational Support	
<b>Position Number</b>	12120, 36718, 23318, 18274, 49511	
<b>Position Title</b>	Administration Manager	
<b>Classification</b>	ASO5	
<b>Location</b>	CHS	
<b>Last Reviewed</b>	18/11/2022 - JM	

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person-centred care. We provide acute, sub-acute, primary and community-based health services, to the Australian Capital Territory (ACT) and surrounding regions. More information can be found on the [CHS website](#).

Our **Vision**: creating exceptional health care together

Our **Role**: to be a health service that is trusted by our community

Our **Values**: Reliable, Progressive, Respectful and Kind

## POSITION OVERVIEW

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services, to the Australian Capital Territory (ACT) and surrounding region. More information can be found on the CHS website: <https://www.health.act.gov.au/>

Reporting to the Business Manager, this role will be responsible for leading a team consisting of approximately 20 administration officers across several specialties in the delivery of all frontline operational functions. This role will ensure that Key Performance Indicators are met by all services and Standard Operating Procedures adhered to. The frontline administration roles are responsible for registration of referrals, booking patient appointments, managing waiting lists as well as tracking billing and revenue. There are also several team members who provide Office Manager/PA support to the Clinical Directors.

The Administration Manager will provide day to day supervision to staff, human resources support including recruitment as well as the ability to extract and report on data relating to Ambulatory Services.

Administration staff are frequently required to communicate with internal and external stakeholders including patients, carers, referrers, medical, nursing and allied health staff.

## DUTIES

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Under the direction of the Business Manager, you will perform a range of clinical duties as outlined in the above statement.

1. Manage all aspects of the Division of Medicine (DoM) administration team to achieve high level effective business outcomes, including developing and maintaining appropriate policies and procedures.
2. Develop and manage financial, physical and human resources including overseeing the allocation and monitoring of administration workloads.
3. Monitor service demand through performance reporting and data management to develop and implement appropriate responses to service provision in challenging, complex, and changing environments.
4. Implement quality assurance (QA) and quality improvement (QI) programs that are relevant to the administration functions of the DoM administration and promote excellence within teams.
5. Provide leadership, develop networks, and promote a commitment to high quality customer service principles, practices and attributes.
6. Maintain billing and revenue procedures in accordance with legislation and hospital policies.
7. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

## ABOUT YOU

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CHS is committed to workforce diversity and to creating an inclusive workplace. As part of this commitment, we welcome applications from all diversity groups. Aboriginal and Torres Strait Islander peoples, people with disability and people who identify as LGBTQIA+ are particularly encouraged to apply.

### Behavioural Capabilities

- Strong organisational skills with a high degree of drive
- Adaptability and flexibility to accommodate change and provide responsive services to meet clients' needs
- Ability to lead by example, support others and demonstrate integrity
- Ability to lead change, discover and analyse opportunities for improvement.

### Position Requirements / Qualifications

- Relevant experience working in an administrative capacity and/or working towards or holds a certificate in management or customer service or another relevant field is desirable.
- CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide [Digital Health Record](#). Computer literacy skills are required which are relevant to this role as you will be responsible for completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates and contingencies.

- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.
- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

**Please note prior to commencement successful candidates will be required to:**

- Undergo a pre-employment Occupational Medicine assessment, screening & vaccination processes.
- Undergo a pre-employment National Police Check.

## **WHAT YOU REQUIRE**

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These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

1. Proven experience in providing high level organisational and office management including the ability to exercise initiative, prioritise workloads and meet set deadlines.
2. Demonstrated ability to manage and lead a team, including the ability to supervise staff, set priorities, monitor and adjust workflows.
3. Demonstrated use of performance reports and indicators to inform decision making and improve service delivery.
4. Well-developed written and oral communication skills, including the ability to liaise, consult and negotiate with stakeholders particularly when initiating a service change.
5. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.

## WORK ENVIRONMENT DESCRIPTION

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

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Frequent travel – driving	Never

PSYCHOSOCIAL DEMANDS	FREQUENCY
Distressed People e.g. Emergency or grief situations	Occasionally
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Occasionally
Unpredictable People e.g. Dementia, mental illness, head injuries	Occasionally
Restraining e.g. involvement in physical containment of clients/consumers	Occasionally
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Confined spaces	Never
Excessive noise	Never
Low lighting	Never
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Never

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Occasionally
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Lifting 0 – 9kg	Never
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Bend/Lean Forward from Waist/Trunk twisting	Never
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