

Revised proposal

FINANCE AND BUSINESS MANAGEMENT STRUCTURE

Northern NSW Local Health District
June 2022



Health

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Purpose

The Finance and Business Management review team would like to thank staff and management for their submissions and comments on the proposed Finance and Business Management structure outlined in the Consultation Paper issued to staff on 18 November 2021.

We have listened to your feedback and have made some amendments to the proposed structure. We would like to let you know how your feedback has been addressed and invite you to comment on the changes made in this revised proposal prior to finalisation.

Background and introduction

The Northern NSW Local Health District (NNSWLHD) is supported by a centralised Finance team and Business Managers that are deployed across the District. The Business Managers do not directly report to Finance but partner with Finance to execute relevant functions and activities.

There is a high level of inconsistency in financial and business management discipline and practices across the District, resources are deployed differently, and roles and responsibilities are not as clear as they could be.

This prompted the NNSWLHD to conduct a high-level review of its finance and business management functions to identify opportunities to improve operational effectiveness and financial stewardship and drive greater consistency of practice.

A key outcome of the review has been the design of a new operating model and supporting organisational structures.

The Consultation Paper was published and staff and the HSU were invited to provide comments and feedback on the proposed new operating model, structures and staffing impacts.

Staff were invited to provide feedback on the consultation paper over a two week period from 18 November to 2 December 2021.

The review team has considered the feedback received and in many cases, has followed up with staff to gather additional information where relevant.

The HSU was invited to provide feedback on the consultation paper over a two week period from 18 November to 2 December 2021.

The LHD received the HSU comments on 24 December 2021 and met with the HSU at their earliest convenience on 18 February 2022 to discuss their feedback.

The review was then placed on hold in response to the recent weather events and the impact this had (and continues to have) on our teams and operation. Now that circumstances are settling, we would like to distribute this revised proposal and invite you to comment on the changes proposed.

This Revised Proposal provides an overview of:

1. Staff and HSU feedback on the consultation paper and how feedback has been addressed
2. Key changes from the consultation paper
3. Current situation and structures – as a result of staff feedback some amendments have been made to current organisational structures
4. Key issues and gaps
5. Proposed future model, structure and key benefits
6. Key changes and impacts
7. Transition approach to the new model and structure
8. Final consultation process and timeline
9. How to provide further comments and feedback

Attachment 1 – Role descriptions for new or redesigned positions in the new structure.

Attachment 2 – Staff impacts and affected positions.

1. Staff and HSU feedback on the consultation paper and response feedback

Staff feedback

Staff were invited to provide feedback on the consultation paper over a two week period from 18 November to 2 December 2021.

While many staff expressed enthusiasm for the new model and structure and are looking forward to its implementation, there are some areas of concern for staff. These areas of concern and the review team's response are summarised in Table 1.

Table 1 – Staff feedback summary

| Feedback theme | Issue/ concern | Response |
|---|---|--|
| Business management reporting line change | If business managers report to Finance rather than the site GM, I am concerned that business managers will become increasingly excluded and isolated from the site over time and will no longer be part of the site Executive Leadership Team which seems like a demotion | <p>The purpose of the reporting line change from the site GM or discipline Director to Finance is to drive much greater consistency of practice, operational effectiveness and financial stewardship by providing business managers with greater levels of support and guidance which should all lead to better financial management and outcomes.</p> <p>Business managers will continue to work in partnership with their sites or disciplines and participate as active members of site or discipline Executive Leadership Teams. The only difference will be the added support and guidance from Finance such as the provision of relevant financial</p> |

| Feedback theme | Issue/ concern | Response |
|---|--|--|
| | | management frameworks and controls, district wide resource allocation and management, career progression and leave relief practices. |
| Operational/ administrative staff reporting line change | Why are you taking resources away from sites? If operational and administrative staff (who currently report to business managers) are transferred to Finance along with the business manager, I am concerned about losing resources and control of those resources | <p>Resources are not being taken away from sites. The business manager reporting relationship will change from the site GM or Executive Officer to Finance. This is to help drive much greater consistency of practice, operational effectiveness and financial stewardship which should create much more effective partnerships at the site level, improved service and support and financial outcomes.</p> <p>Operational and administrative staff who currently report to business managers will continue to perform their current duties at their current place of work. Their direct reporting relationships will not change. However, it is envisaged the Chief Business Manager will review the diverse range of operational activities and staff reporting to business managers and propose the most appropriate and consistent management approach for the future.</p> <p>For sites, where business management responsibilities have been transferred elsewhere, operational and administrative responsibilities will continue to be delivered at those sites. The following is proposed:</p> <p>A new business manager position will be created to manage business management functions at Byron, Ballina and Murwillumbah. This position will report to the Senior Business Manager Tweed, Byron and Murwillumbah but will also work closely with the Senior Business Manager Lismore and Ballina.</p> <ul style="list-style-type: none"> • A new position will be created to manage the site administrative functions at both Byron and Ballina and will be shared across those sites. • The Patient Liaison Officer and Finance officer positions at Murwillumbah will remain at Murwillumbah but will report to the Business Manager Tweed and will work closely with the Business Manager Byron, Ballina and Murwillumbah |
| Community Health portfolio | The Senior Business Manager, Community and Allied Health is a temporary 12 month role | In the consultation paper, it is proposed that the Senior Business Manager Community Health position be made permanent and transferred from the General Manager Community and Allied Health to the Chief |

| Feedback theme | Issue/ concern | Response |
|--------------------------------|---|---|
| | <p>supporting the transition to the new Community and Allied Health model. Business management functions for Community Health are conducted by business management roles that are proposed to be abolished. Given the Community Health portfolio is likely to grow, I am concerned about how Community Health business management responsibilities will be delivered.</p> | <p>Business Manager. However, given the Community Health review timeframes, some transitional steps will be required.</p> <p>We have also heard the feedback about the expected growth in the Community Health portfolio. We propose the following:</p> <ul style="list-style-type: none"> • Leave the temporary 12-month Senior Business Management position in Community and Allied Health to stand up the new business model • Establish a supporting business management/ finance officer position responsible for conducting current community health business management functions across the LHD reporting to the Chief Business Manager in the interim • Once the C&AH business model has been established, the Senior Business Manager Community Health position would be made permanent and transferred to the Chief Business Manager and the supporting business manager/ finance officer would be transferred to the Senior Business Manager Community Health. |
| MPS portfolio | <p>The provision of business management support for the four MPS facilities is unclear. I am concerned about splitting MPS responsibilities across different business management portfolios.</p> | <p>We understand the logic of keeping the management of the MPS network together. It is envisaged the business management functions for MPS will be the responsibility of the business manager supporting the Chief Business Manager. This also provides this role with portfolio responsibility for a key service which will create a potential career progression pathway to a senior business manager role.</p> |
| Business management portfolios | <p>The realignment of business management portfolios is unbalanced (Tweed is now too small and Lismore is now too large)</p> | <p>We have attempted to balance the business management portfolios by considering the current and likely future size and scale of operations as well as the geographic location of sites to help business managers serve the business more effectively. We also assessed the impact of the proposed business management realignment on each portfolio budget size and number of cost centres and we do not envisage there will be a material increase in workload that cannot be addressed by workflow improvements.</p> <p>However based on your feedback, and concern about Tweed and Lismore, we have reconsidered the portfolios and propose the following:</p> <ul style="list-style-type: none"> • Grafton, Maclean and Casino • Tweed, Byron and Murwillumbah • Ballina and Lismore |

| Feedback theme | Issue/ concern | Response |
|---------------------------------------|---|---|
| | | <ul style="list-style-type: none"> • Community Health • Mental Health and Alcohol and Other Drugs • Corporate which will serve the Chief Executive’s office; Workforce and; Clinical Governance • Health Support Services which will serve Medical Services; Nursing, Midwifery and Aboriginal Health; Integrated Care and Allied Health • MPS will be the responsibility of the Business Manager supporting the Chief Business Manager • Office of the Director, Clinical Operations cost centres will be responsibility of the Business Manager supporting the Chief Business Manager |
| Business management portfolios | The realigned business management portfolios do not align to patient flows and medical workforce practices and budgets which may create some difficulties | In response to staff feedback, we have discussed the proposal with Medical Administration/ DMS representatives to understand the potential impact on patient flows, medical staffing and budgets and we do not envisage this will be an insurmountable issue. We believe we will be able to establish work practices and procedures, single business management points of contact to manage this concern. |
| Business management portfolios | I am concerned the establishment of business management portfolios will mean business management services at large sites will be prioritised over smaller sites | We believe the establishment of business management portfolios, the Chief Business Management role and realignment of business management reporting lines to Finance will enhance business management service delivery. There will be much greater consistency of practice and resource management and priority setting at the portfolio and network levels which means smaller sites will be well supported. The desire for face-to-face interaction is understood and it is envisaged business management staff will work from smaller sites regularly. |
| Corporate and site specific knowledge | If the business management portfolios and position holders change, I am concerned about the loss of corporate and site specific knowledge | We are proposing to move toward a model that focuses on district wide management of finance and business management services by developing a skilled network of business managers who can work across portfolios collaboratively together. We are seeking to develop and document work practices, processes and operating guidelines to uplift service delivery, ensure much greater consistency of practice, enhance business continuity and manage key person risk. During the transition to the proposed business model, corporate and site specific knowledge will need to be captured and shared to ensure service continuity. |

| Feedback theme | Issue/ concern | Response |
|----------------------|--|--|
| Clinical Performance | The proposed structure diminishes and devalues the strategic role of ABM and it is not clear why accounting and ABM have been brought together | We have listened to staff concerns but we do not agree. The proposed model seeks to integrate and increase the emphasis on planning, analytics and performance. We want to tap into the immensely powerful information collected across the LHD to provide robust analysis and insights to enable the LHD to plan, manage and make more effective decisions. |
| Transferring roles | It does not make sense to transfer staff from Clinical Performance to the Chief Business Manager | <p>We have listened to staff concerns about transferring staff from Clinical Performance to the Chief Business Manager. This proposal has been reconsidered and based on further review of roles and responsibilities; the following is proposed:</p> <p>Transfer the following positions to the District HIM</p> <ul style="list-style-type: none"> • Documentation Clinical Specialist • Clinical Audit Educator <p>The following positions will remain in Finance (as part of the Activity, Business Intelligence and Analysis team):</p> <ul style="list-style-type: none"> • Admitted Patient and Emergency Data Collections Information Coordinator (position title has been corrected) • Activity Based Management Officer • NAP Project Support Officer |
| Career progression | I don't feel confident that you have addressed staff concerns about career progression opportunities | <p>We have listened to staff concerns about the lack of career progression opportunities in the current structure. The proposed business model and structure seeks to provide opportunities for career development, leave relief and improved resource allocation and management by creating:</p> <ul style="list-style-type: none"> • Positions within Finance and the business management network that enable staff to step more easily between positions and levels. We envisage the upcoming grading review will help to clarify this. • The Chief Business Manager role and supporting business management and finance officer roles to oversee the business management network, set the direction and provide greater support and guidance to staff. It is also envisaged the supporting business manager and finance officer will also be able to support various business management portfolios as required. <p>The structural changes will also need to be supported by process improvements such as the:</p> |

| Feedback theme | Issue/ concern | Response |
|---------------------------|--|--|
| | | <ul style="list-style-type: none"> • Documentation and communication of a career progression pathway • Establishment of district wide resource allocation and management practices (such as weekly staff calls to closely track and manage priorities, leave etc; active management of staff performance) • Developing and documenting frameworks, processes and work practices to ensure consistency and to enable staff to operate more fluidly across different roles. |
| Position descriptions | I can't provide feedback on the consultation paper without position descriptions, gradings and locations | <p>Role descriptions have been developed (including indicative grades) for the proposed new and redesigned positions and we would like to invite feedback on these prior to grading (see Attachment 1).</p> <p>As mentioned in the consultation paper, we are open to discussing any ideas or suggestions about part-time arrangements, job share opportunities and flexible work practices.</p> |
| Insufficient consultation | There has been insufficient consultation and the consultation timeframe is too short | <p>While we acknowledge the review process has taken longer than anticipated (driven largely by the global pandemic) there have been several opportunities for staff and management to provide input such as.</p> <ul style="list-style-type: none"> • The ELT has been briefed several times and the review team has met with ELT members individually • Finance and Business Management staff were briefed about the review and participated in an issue identification workshop in Ballina in November 2019. Attendees were also interviewed (some several times) as part of the review process • A concept document was presented to the ELT, DCO Executive team, Finance and Business Management staff in Lismore in October 2020 and the review team presented how feedback to date had been addressed. Staff and management were also invited to provide further input on the proposed concept. • Staff requested a detailed structure with positions and names which was then developed as part of the consultation paper process • Staff and management have been advised throughout the process they are welcome to reach out to the review team to provide input and |

| Feedback theme | Issue/ concern | Response |
|------------------------|--|--|
| | | <p>feedback. Contact details have been provided to staff and many staff have taken up that opportunity to shape the development of the finance and business management model and structure</p> <ul style="list-style-type: none"> • Prior to the announcement of the proposed structure outlined in the consultation paper, the review team met with the ELT, potentially affected staff and finance and business managers • The consultation paper was released and then presented to finance and business management staff, DCO executives and staff associations prior to the commencement of the formal two-week consultation period. <p>The formal two-week consultation period is consistent with industrial frameworks and standard practice across NSW Health and other NSW government departments.</p> <p>While some staff have expressed concern about the formal consultation timeframe, it is important to recognise there are many others who would like the review to be resolved promptly.</p> <p>Following the two week consultation period, the review team reached out to many staff members and management where relevant to clarify submissions and to discuss options to address staff feedback. It has been a worthwhile process to date and thanks to your efforts we have been able to improve and refine the proposed model and structure.</p> <p>As part of our commitment to consult widely, we are now inviting comments on the proposed changes in this revised proposal.</p> |
| Insufficient resources | The proposed new structure does not have enough resources, it is not clear how the responsibilities of abolished positions will be reallocated so I am concerned my workload will increase | While it is important that the review achieves a cost neutral outcome (or as close to it as possible), we have listened to staff feedback and have proposed some changes to ensure sufficient resourcing (See Section 2). |

| Feedback theme | Issue/ concern | Response |
|---------------------------------|--|---|
| Regrading of existing positions | Patient Fees team has requested their positions be regraded. | We do not propose to regrade existing positions at this time, however, the role and function of the Patient Fees team is likely to be assessed during the Strategic Revenue Review project (which is one of the Improvement Priorities outlined in the Consultation Paper). This review may propose changes to the team's role and functions which may prompt a grading reassessment. |

HSU

The HSU was invited to provide feedback on the consultation paper over a two week period from 18 November to 2 December 2021.

The LHD received the HSU comments on 24 December 2021 and met with the HSU at their earliest convenience on 18 February 2022 to discuss their feedback.

HSU areas of concern and the review team's response are summarised in Table 2.

Table 2 – HSU feedback summary

| Feedback theme | Issue/ concern | Response |
|----------------------------|--|--|
| 1. Job losses | Members have expressed concern with respect to the loss of jobs | There is no net decrease in the number of positions, in fact, as a result of staff feedback, we are proposing to add some additional roles into the proposed structure to address staff concerns about workload, career progression and leave relief. While there are a number of positions that have been directly affected, in most cases the staff member will be directly matched to a position, directly appointed to a new position or has the opportunity to apply for a new or vacant position. The overall impact of the proposed changes is expected to be relatively low and is likely to be offset by the anticipated productivity benefits associated with the realignment. |
| 2. Job losses | What happens to those that are left without a job - redeployment | Redeployment will occur in accordance with the LHD's policy for managing excess staff |
| 3. Workload | Unsustainable increase in workloads as a result of job losses | As a result of staff feedback, we have considered a range of options to address workload concerns. While it will be important to implement some workflow and process improvements, we are also proposing 6 additional roles (See Section 2) |
| 4. Workload | Inequitable distributions of work | It is unclear from the HSU feedback where the inequitable distributions of work exist, however if the concerns are consistent with staff feedback, we anticipate the concerns will be addressed in this revised proposal |
| 5. Method of filling roles | Will there be direct appointments or a spill and fill | The proposed method of filling the roles in the new structure is outlined in Section 4.3 of the Consultation Paper. Previous staff consultations indicated concern about a spill and fill approach so we have proposed to directly match and appoint staff to positions where possible to minimise the level of disruption. |

| Feedback theme | Issue/ concern | Response |
|--|---|--|
| | | <p>However, given our proposed timeline has been delayed, we will not proceed with the proposed EOI process and move directly matching staff to positions or advertising and formally appointing people to the new roles.</p> |
| 6. Leave relief | No provision for leave relief | <p>We have listened to staff concerns about the lack of career progression and leave relief opportunities in the current structure. The proposed business model and structure seeks to provide opportunities for career development, leave relief and improved resource allocation and management by creating:</p> <ul style="list-style-type: none"> • Positions within Finance and the business management network that enable staff to step more easily between positions and levels. We envisage the upcoming grading review will help to clarify this. • The Chief Business Manager role and supporting business management and finance officer roles to oversee the business management network, set the direction and provide greater support and guidance to staff. It is also envisaged the supporting business manager and finance officer will also be able to support various business management portfolios as required. <p>The structural changes will also need to be supported by process improvements such as the:</p> <ul style="list-style-type: none"> • Documentation and communication of a career progression pathway • Establishment of district wide resource allocation and management practices (such as weekly staff calls to closely track and manage priorities, leave etc; active management of staff performance) • Developing and documenting frameworks, processes and work practices to ensure consistency and to enable staff to operate more fluidly across different roles. |
| 7. Position grading | There are a number of positions that still have not been graded and the incumbents are uncertain to the future employment | <p>Role descriptions (including indicative grades) have been developed for the proposed new and redesigned positions and we would like to invite feedback on these prior to grading (see Attachment 1).</p> |
| 8. Creation of a salary divide and lack of | On top of this there appears to be a general feeling that a number of | <p>The purpose of the reform is to drive much greater consistency of practice, operational effectiveness and financial stewardship by providing business managers</p> |

| Feedback theme | Issue/ concern | Response |
|-----------------------|--|---|
| career progression | workers positions have been sacrificed to boost the salary of senior managers which in turn creates a greater divide and inhibits career progression | with greater levels of support and guidance which should all lead to better financial management and outcomes. There will be added support and guidance from Finance such as the provision of relevant financial management frameworks and controls, district wide resource allocation and management, career progression and leave relief practices. We have also removed two of the proposed new senior positions in Finance (Manager Strategic Financial Planning and Business Support Officer) and created six additional positions to provide more opportunities for career progress, leave relief and to address staff concerns about workload. |

2. Key changes from the consultation paper and this revised proposal

As a result of staff feedback, we are proposing:

- Six additional roles to address concerns about workload including:
 - Byron and Ballina – creation of a new position to manage admin/ operational activities at both sites
 - Byron, Ballina and Murwillumbah – creation of a new position to manage business management at all three sites
 - Community Health – creation of a new supporting finance officer position responsible for conducting current community health business management functions across the LHD reporting to the Chief Business Manager in the interim. The existing temporary 12-month Senior Business Management position in Community and Allied Health will remain to stand up the new business model. Once the C&AH business model has been established, the Senior Business Manager Community Health would be transferred to the Chief Business Manager and the supporting finance officer would be transferred to the Senior Business Manager Community Health
 - A new finance officer position will be created to support the Chief Business Management portfolio and business management network
 - A Senior Financial Accountant role (that was proposed to be abolished) will be reinstated with some amendments and has been added to the Financial Operations team
 - The Finance Officer (AO6) position in the current Finance Services team (that was proposed to be abolished) will be reinstated and included in the new structure in the Financial Operations team
- To help achieve a cost neutral outcome (or as close to cost neutral as possible), the following new positions proposed in the new structure will be removed:
 - The proposed new position of Manager Strategic Financial Planning will be removed. Responsibilities of this role will be performed by the Deputy CFO and CBM
 - The proposed new Business Support Officer
- MPS and the cost centres for the Office of the Director, Clinical Operations will be the responsibility of the business manager supporting the Chief Business Manager. This also provides this role with portfolio responsibility for a key service which will create a potential career progression pathway to a senior business manager role.
- Business management functions at Byron will remain with the Tweed portfolio. The following business management portfolios are proposed:
 - Grafton, Maclean and Casino
 - Tweed, Byron and Murwillumbah
 - Ballina and Lismore
 - Community Health
 - Mental Health and Alcohol and Other Drugs
 - Corporate which will serve the Chief Executive's office; Workforce and; Clinical Governance
 - Health Support Services which will serve Medical Services; Nursing, Midwifery and Aboriginal Health; Integrated Care and Allied Health

Key changes between the consultation paper and the revised proposal are noted in Table 3.

Table 3 – Key changes from the consultation paper and this revised proposal

| Key change | Proposal in consultation paper | Key change based on feedback | Likely impact |
|--|---|---|---|
| Financial Planning, Analysis and Prioritisation team | A new position, Manager Strategic Financial Planning was proposed to develop LHD wide strategic financial plans and strategies by drawing together analysis and insights from management accountants, activity managers, business managers and other relevant stakeholders. The goal was to develop financial plans that balance the demand for services and the available funding envelope to ensure investment prioritisation and decision making are optimised and evidence based. | The proposed new position of Manager Strategic Financial planning will be removed from the new structure based on feedback that the responsibilities of this role should be performed by the Chief Business Manager and Deputy CFO | 1 new (unfilled) position removed |
| Financial Planning, Analysis and Prioritisation team | Five resources from the current Clinical Performance team were proposed to be transferred to the Chief Business Manager | This proposal has been reconsidered and based on further review of roles and responsibilities; the following is proposed: Transfer the following positions to the District HIM <ul style="list-style-type: none"> • Documentation Clinical Specialist • Clinical Audit Educator The following positions will remain in Finance (as part of the Activity, Business Intelligence and Analysis team): <ul style="list-style-type: none"> • Admitted Patient and Emergency Data Collections Information Coordinator (position title has been corrected) • Activity Based Management Officer • NAP Project Support Officer | 2 positions transferred 3 to remain in Finance |

| Key change | Proposal in consultation paper | Key change based on feedback | Likely impact |
|--|---|---|-----------------------------------|
| Finance Improvement and Business Support | <p>The Finance Improvement and Business Support team was designed to:</p> <ul style="list-style-type: none"> • Drive the execution of the key initiatives specified in the strategic financial plan produced by the Financial Planning, Analysis and Prioritisation team • Report on productivity roadmap performance • Facilitate key changes to systems, processes and behaviours required to support the transition to the new business model • Work closely with Business Managers to develop business cases and funding submissions • Oversee financial policy and procedures development, standardisation and governance | <p>As a result of feedback, revenue and funding subject matter expertise will be referenced in the team name and description. The team will be renamed to Funding and Business Improvement</p> <p>The team description is as follows:</p> <ul style="list-style-type: none"> • Drive the execution of the key initiatives specified in the strategic financial plan produced by the Financial Planning, Analysis and Prioritisation team • Report on productivity roadmap performance • Facilitate key changes to systems, processes and behaviours required to support the transition to the new business model • Work closely with Business Managers to develop business cases and funding submissions • Support business units by providing advice and direction on funding opportunities and funding compliance • Oversee financial policy and procedures development, standardisation and governance | |
| Finance Improvement and Business Support | A new Business Support Officer position was proposed | The proposed new Business Support Officer position will be removed from the new structure to help achieve a cost neutral position overall | 1 new (unfilled) position removed |
| Finance Operations | Senior Financial Accountant (Cash and Asset Management) position in the current Finance Services team was proposed to be abolished | This position will be redesigned and included in the Financial Operations team | 1 position added |
| Financial Operations | A Finance Officer [REDACTED] position in the current | This position will be reinstated and included in the new structure in the Financial Operations team | 1 position added |

| Key change | Proposal in consultation paper | Key change based on feedback | Likely impact |
|--|--|---|------------------|
| | Finance Services team was proposed to be abolished | | |
| Business Management portfolios | <p>The following business management portfolios were proposed:</p> <ul style="list-style-type: none"> • Grafton, Maclean and Casino • Tweed and Murwillumbah • Ballina, Byron and Lismore • Community Health • Mental Health and Alcohol and Other Drugs • Corporate which will serve the Chief Executive's office; Workforce and; Clinical Governance • Health Support Services which will serve Medical Services; Nursing, Midwifery and Aboriginal Health; Integrated Care and Allied Health | <p>Business management functions at Byron will remain with the Tweed portfolio.</p> <p>The following business management portfolios are proposed:</p> <ul style="list-style-type: none"> • Grafton, Maclean and Casino • Tweed, Byron and Murwillumbah • Ballina and Lismore • Community Health • Mental Health and Alcohol and Other Drugs • Corporate which will serve the Chief Executive's office; Workforce and; Clinical Governance • Health Support Services which will serve Medical Services; Nursing, Midwifery and Aboriginal Health; Integrated Care and Allied Health | |
| Business Management – Chief Business Management team | 2 positions were proposed for the Chief Business Management team, however there was concern this level of resourcing was insufficient | A Finance Officer position has been added to the Chief Business Management team to assist the Chief Business Manager and Business Manager | 1 position added |
| Business Management – Clinical Operations | The management of the Office of the Director, Clinical Operations cost centres was not addressed in the consultation paper | It is proposed the responsibility for managing the Clinical Operations cost centres will be allocated to the Business Manager supporting the Chief Business Manager | |
| Business Management – MPS | It was proposed the responsibility for the financial and business management of the MPS' would be allocated to the relevant SBM (likely Lismore) | It is proposed the responsibility for the financial and business management of the MPS' will be allocated to the Business Manager supporting the Chief Business Manager | |
| Business Management – Community Health | It was proposed that the Senior Business Manager Community Health position be made permanent and transferred from the General Manager Community and | Given the Community Health review timeframes, some transitional steps will be required to ensure the Community Health review can be implemented and Community Health business | 1 position added |

| Key change | Proposal in consultation paper | Key change based on feedback | Likely impact |
|---|--|--|-------------------|
| | Allied Health to the Chief Business Manager. | <p>management responsibilities continue. The following is proposed:</p> <ul style="list-style-type: none"> • Leave the temporary 12-month Senior Business Management position in Community and Allied Health to stand up the new business model • Establish a supporting finance officer position responsible for conducting current community health business management functions across the LHD reporting to the Chief Business Manager in the interim • Once the C&AH business model has been established, the Senior Business Manager Community Health position would be made permanent and transferred to the Chief Business Manager and the supporting finance officer would be transferred to the Senior Business Manager Community Health. | |
| Business Management – Byron, Ballina and Murwillumbah | It was proposed that business management functions at Byron, Ballina and Murwillumbah would be managed by the Senior Business Managers at Tweed and Lismore as part of their portfolio responsibility and the Business/ Administration Manager roles at Byron and Ballina and the Business Manager role at Murwillumbah would be abolished | <p>The business management functions at Byron, Ballina and Murwillumbah will be managed by a newly created Business Manager role (limited duration for 2 years). The business manager will manage the business management functions across all three sites and will report to the Senior Business Manager Tweed but will work closely with the SBM Lismore and Ballina. An administrative officer positions will also be created to manage site administrative functions at both Byron and Ballina and will be shared across those sites. This position will report to both EODONs at Byron and Ballina but</p> | 2 positions added |

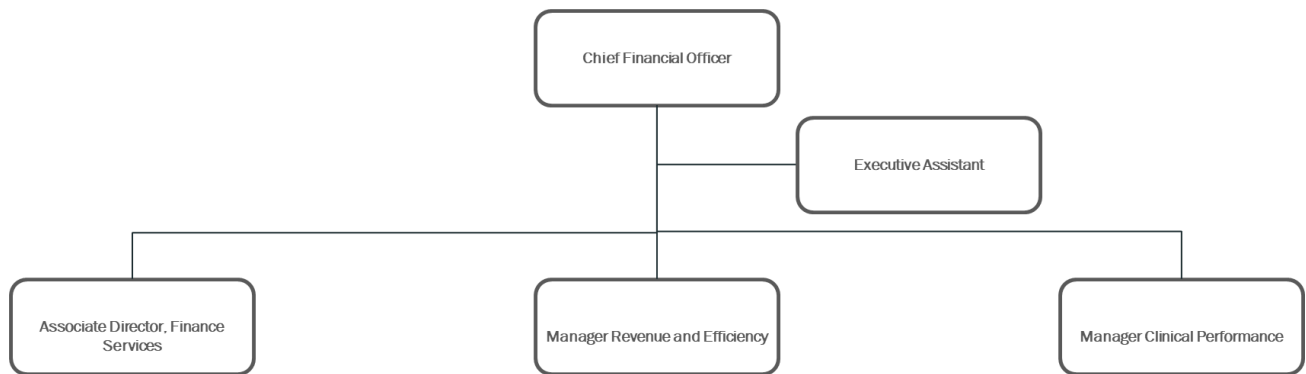
| Key change | Proposal in consultation paper | Key change based on feedback | Likely impact |
|--|--|--|---------------|
| Current structure charts – corrections | The current organisational charts in Section 1 of the Consultation Paper were developed based on information from StaffLink. | <p>will have an administrative reporting line to one of them.</p> <p>Based on feedback from staff, a number of corrections have been made including:</p> <p>Figure 4 – Clinical Performance Data and Quality Analyst position – the title of the position and the surname of the position holder have been corrected.</p> <p>Figure 5 – Current business management network Organisational chart has been updated</p> <p>Figure 6 – Current business management – Clarence Position titles have been corrected and coloured dark grey to reflect that they perform finance and business management functions, 1 of the 2 Health Information Manager positions has been removed because it no longer exists.</p> <p>Figure 8 – Current business management – Richmond Position holder for the Business Manager Community Health Richmond has been updated</p> <p>Figure 10 – Current business management – Mental Health and Alcohol and Other Drugs Services Organisational chart has been updated</p> <p>Figure 11 – Current business management – Corporate Supply and Distribution Officer position has been removed because it reports elsewhere</p> | |

3. Current situation and structures

Finance

District Finance, through its three key teams (Figure 1), is responsible for the provision of support services and information to enable the LHD to plan and manage its financial performance, fulfil its statutory obligations, and operate within allocated budgets.

Figure 1 – Current Finance structure



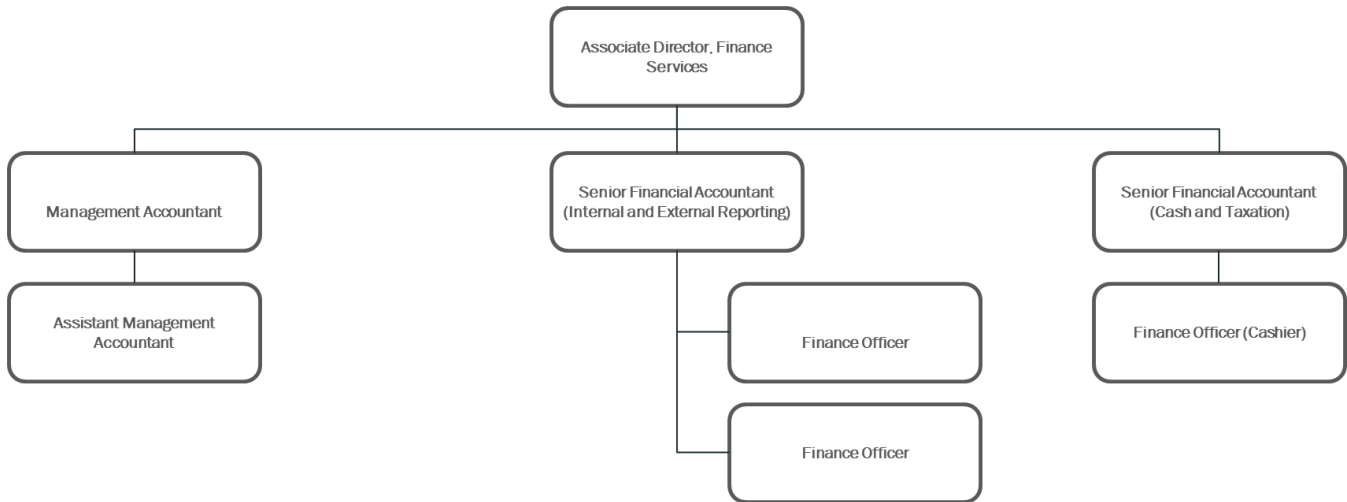
Finance Services

The current Finance Services (Financial and Management Accounting) team provides LHD wide internal and external financial reporting, analysis and advice and is responsible for:

- Conducting strategic financial planning and management reporting to support Executive, Executive and Board committees
- Allocating and managing LHD budget and monitoring and reporting budget performance
- Monitoring and reporting ABF performance
- Providing advice and coordinating input for the Ministry of Health, NSW Treasury and other external stakeholders
- Conducting financial accounting functions (GL maintenance), preparing and lodging BAS and FBT returns, conducting statutory reporting requirements, managing accounting standards, managing external audit process.

The Finance Services team structure is outlined in Figure 2.

Figure 2 – Current Finance Services



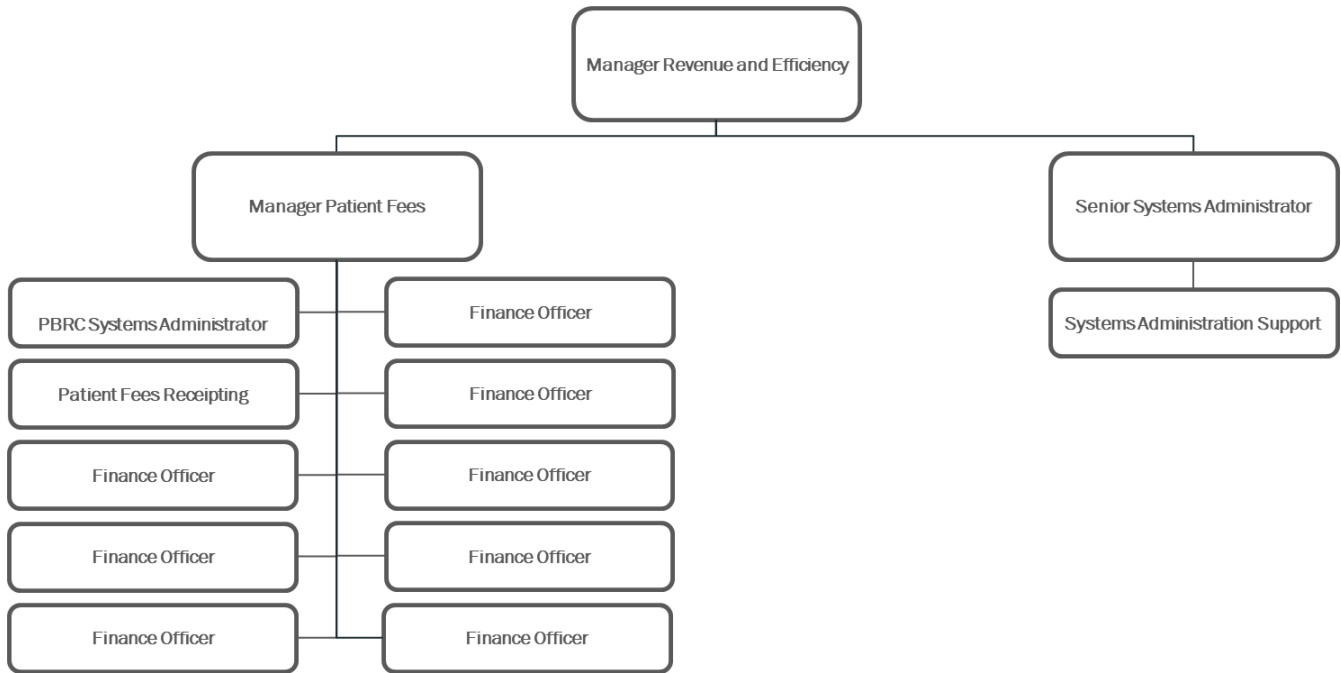
Revenue and Efficiency

The current Revenue and Efficiency team provides policy advice, accounts receivable function for the LHD and coordinates efficiency improvement programs for the LHD. The team is responsible for:

- Coordinating and processing LHD revenues/ patient fees (including hosted services for MNCLHD)
- Providing governance and oversight of purchasing systems and delegations
- Developing purchasing efficiency strategies (non-clinical products)
- Overseeing salary packaging policy and processes
- Reporting on productivity roadmap performance (includes role with the NNSWLHD Change & Innovation Network (internal/external))
- Monitoring and reporting on LHD Expense Strategy
- Providing relevant policy advice.

The Revenue and Efficiency team structure is outlined in Figure 3.

Figure 3 – Current Revenue and Efficiency



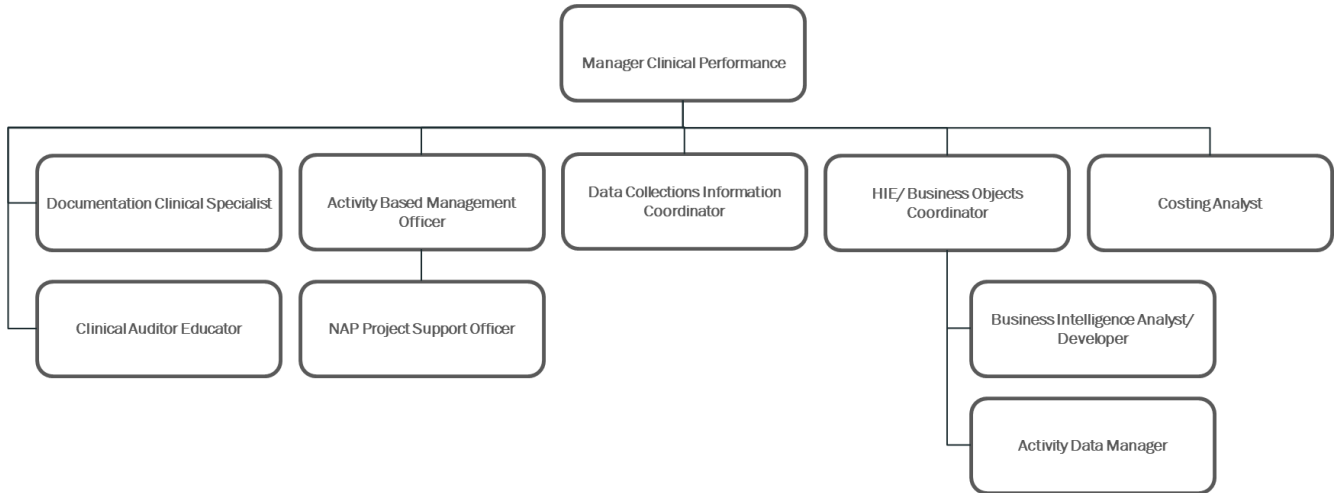
Clinical Performance

The current Clinical Performance team ensures the ongoing development and management of key reporting processes, systems and information to facilitate Activity Based Funding (ABF) and other Efficiency and Revenue Strategies within the LHD. The team is responsible for:

- Preparing and monitoring ABF budgets and analysing operations and performance
- Coordinating data collections, data file preparations, ABF, annual statements and District Network Returns (DNR)
- Developing and maintaining costing system PPM2
- Producing timely and accurate clinical costing reports, activity data and performance reports
- Maintaining clinical documentation and overseeing coding audits to support accurate ABF reporting
- Providing information to inform analysis, service planning, Financial Impact Statements, KPI assessments
- Preparing business cases to support service development and enhancement
- Providing advice and expertise to senior executives and clinicians on costing and casemix issues.

The Clinical Performance team structure is outlined in Figure 4.

Figure 4 – Current Clinical Performance

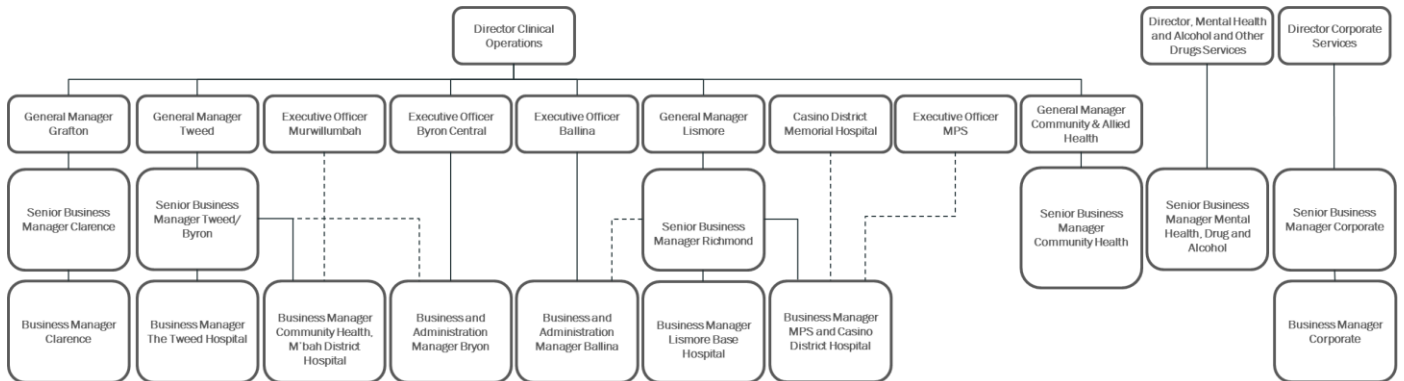


The business management network

The current business management network (Figure 5) supports both the hospital network and a range of district wide disciplines.

Reporting relationships are varied. Typically in the hospital network, Senior Business Managers and Business Managers report to the relevant hospital general manager or executive officer while district wide disciplines (such as Mental Health and Alcohol and Other Drugs Services) report to the relevant member of the Executive (with the exception of a temporary Community Health business manager role which reports to the newly created General Manager Community and Allied Health position in Clinical Operations).

Figure 5 – Current business management network



Please refer to Senior Business Management organisation charts for more information on all staff reporting to Senior Business Managers and Business Managers

The Senior Business Manager Corporate also supports:
 Director Workforce, Richard Buss
 Director Clinical Governance, Ken Hampson
 Executive Director Medical Services, Tim Williams
 Director Nursing, Midwifery and Aboriginal Health, Katharine Duffy
 Director Integrated Care and Allied Health, Vicki Rose

Senior Business Managers in Clinical Operations (hospital network) typically have a small team reporting to them. Some staff perform direct finance and business management functions, however

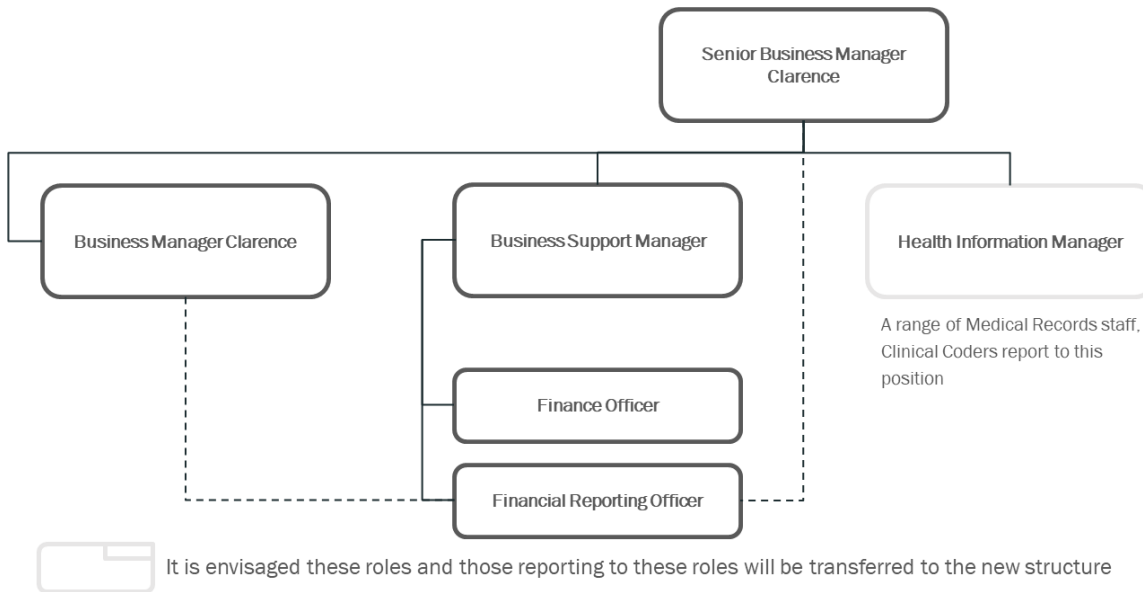
there is also a diverse range of operational staff reporting to some Senior Business Managers and Business Managers across the district. It is important to highlight, the review has only focused on direct finance and business management roles across the district. Those performing operational roles have not formed part of this review and it is proposed that these roles and any roles that report to these roles will be transferred to the new structure in the interim without impact. The exception to this is Mental Health and Alcohol and Other Drugs Services, where supporting operational roles reporting to the Senior Business Manager will remain in Mental Health and Alcohol and Other Drugs Services.

Clarence

The Clarence business management team provides financial information, budgeting, reporting, analysis and advice to all acute and primary care services in the Clarence Valley (Grafton Base Hospital, Maclean District Hospital and Community Health Centres at Grafton, Maclean, Yamba, Iluka).

The Senior Business Manager also oversees and manages some operational, non-clinical support services and staff such as administration, reception/ admissions, cleaning, security, maintenance. The Senior Business Manager is a member of Clarence Executive team.

Figure 6 – Current business management – Clarence



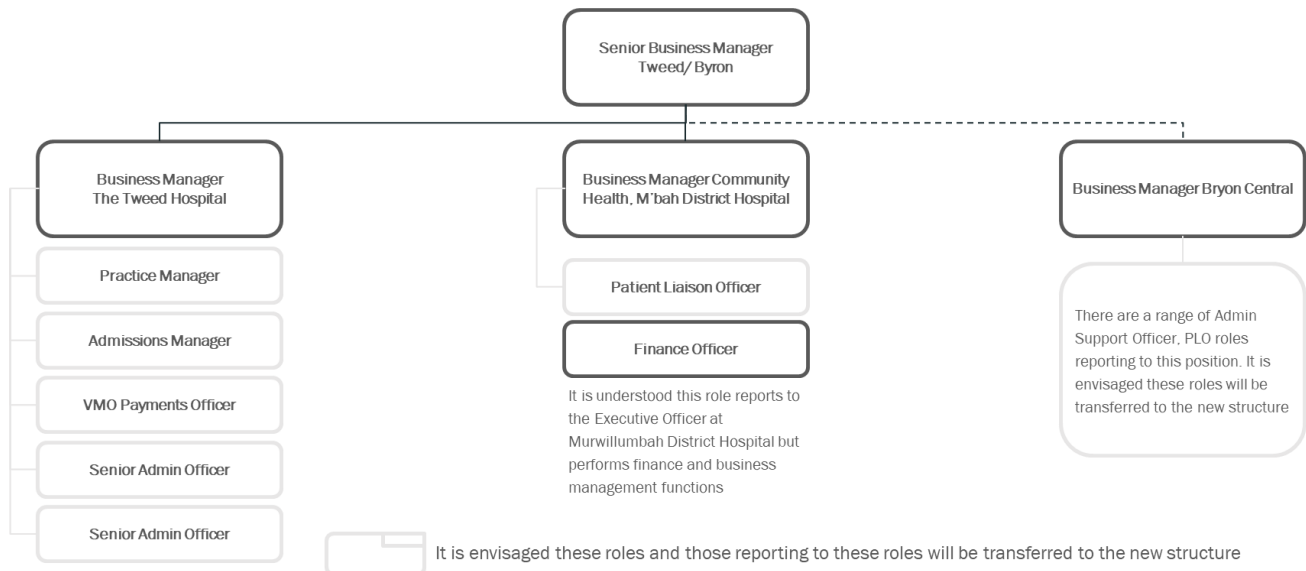
Tweed/ Byron

The Tweed/ Byron business management team provides financial information, budgeting, reporting, analysis and advice to all acute and primary care services across the Tweed Valley and Byron Shire LGA (The Tweed Hospital, Murwillumbah District Hospital, Byron Central Hospital, Community Health Centres at Tweed, Kingscliff, Murwillumbah and Byron, Health One at Pottsville).

The Senior Business Manager oversees and manages administrative staff, fleet services, stores, licenses, petty cash; reviews and assesses financial implications of proposed contracts and manages some contracts.

The Senior Business Manager is a member of The Tweed Hospital Executive team.

Figure 7 – Current business management – Tweed/ Byron



Richmond

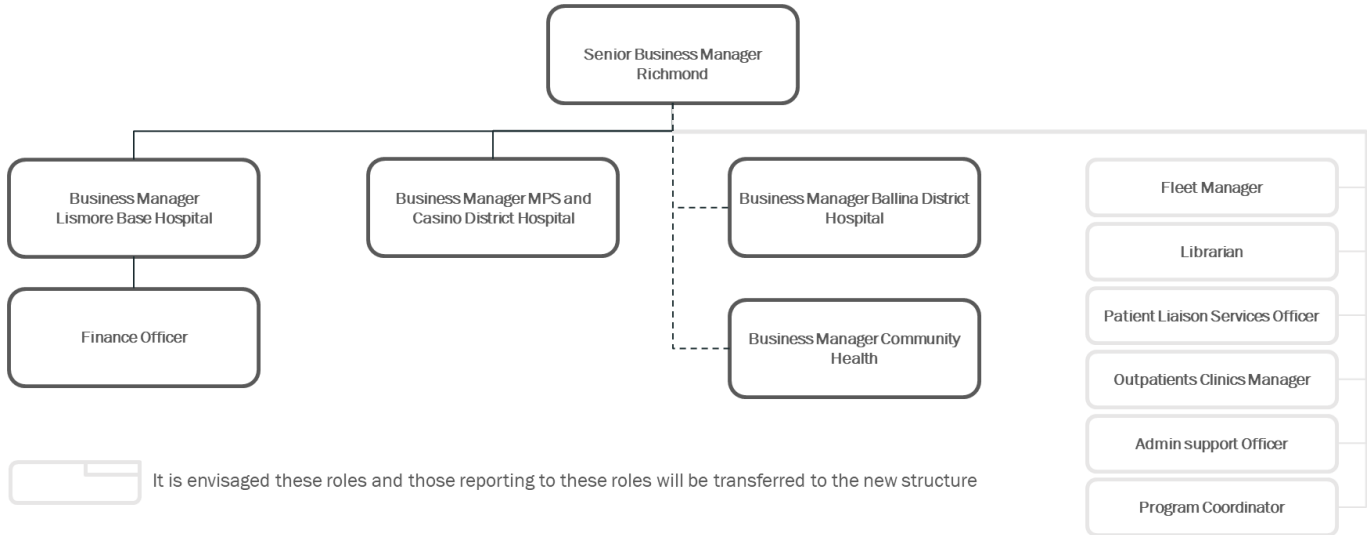
The Richmond Business Management team provides financial information, budgeting, reporting, analysis and advice to all acute, Multiple Purpose Services (MPS) and primary care services in the Richmond and upper Clarence Valley (Lismore Base Hospital, Ballina District Hospital, Casino District Hospital, MPS at Kyogle, Nimbin, Banalbo and Urbenville, Community Health Services at Lismore, Goonellabah, Alstonville, Ballina, Evans Head, Casino and Kyogle, Health One at Coraki).

The business management team oversees and manages some operational, non-clinical support services and staff such as maintenance, fire safety, fleet services, specialist clinics, library, fundraising and patient liaison services, training calendars, vaccination registers, learning and development.

The Senior Business Manager is a member of Lismore Base Hospital Executive team.

The Business Managers responsible for Ballina and Community Health report directly to Executive Officers in the relevant sites, however they have an indirect reporting line to the Senior Business Manager.

Figure 8 – Current business management – Richmond



Community Health

As part of the recent Community Health review, a new temporary position, Senior Business Manager Community and Allied Health was created which reports to the General Manager Community and Allied Health in Clinical Operations.

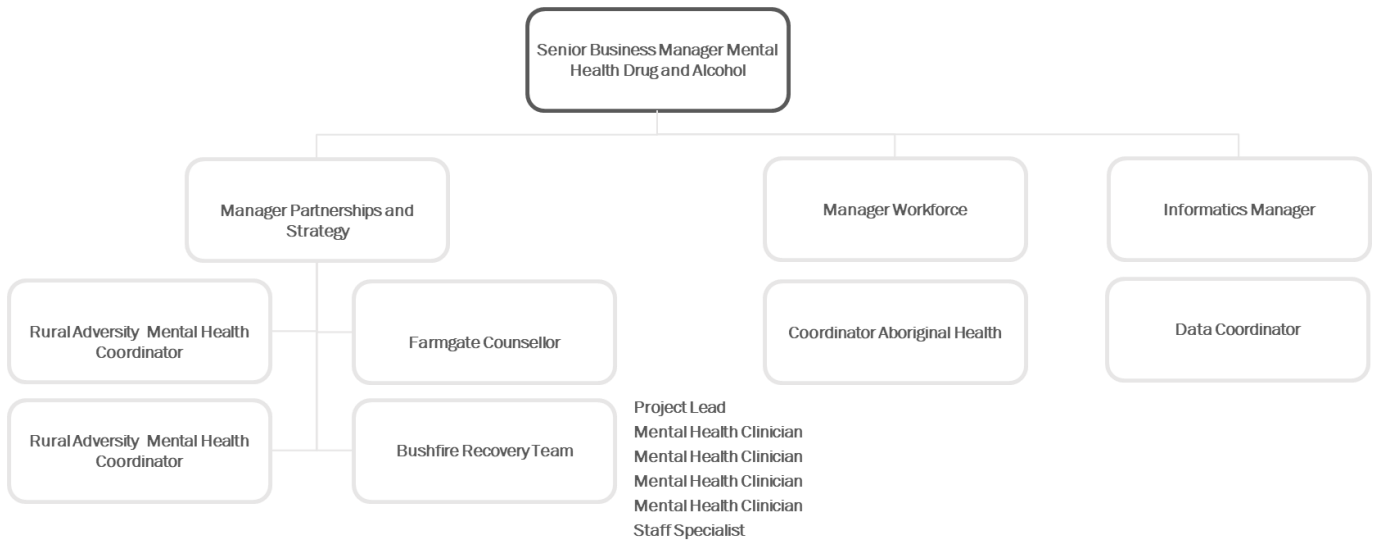
Figure 9 – Current business management – Community Health



Mental Health and Alcohol and Other Drugs Services

The Senior Business Manager provides financial information, budgeting, reporting, analysis and advice across the Mental Health and Alcohol and Other Drugs Services portfolio (district wide).

Figure 10 – Current business management – Mental Health and Alcohol and Other Drugs Services



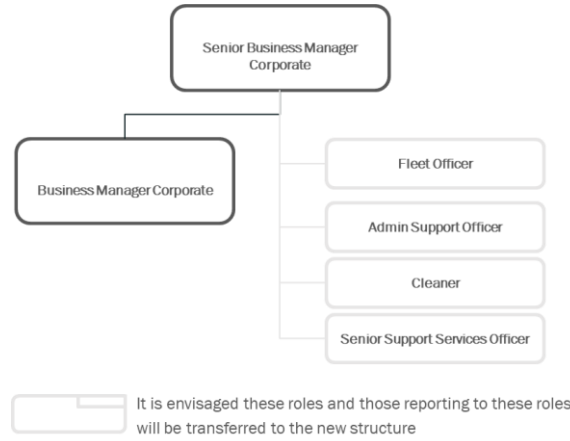
It is envisaged these roles and those reporting to these roles will remain in Mental Health, Alcohol and Other Drugs

Corporate

The Corporate business management team provides financial information, budgeting, reporting, analysis and advice to members of the Executive (Chief Executive’s office, Corporate Services, Workforce, Clinical Governance, Medical Services, Nursing, Midwifery and Aboriginal Health, Integrated Care and Allied Health).

The team also oversees general administration, reception, records management, fleet services, accounts payable.

Figure 11 – Current business management – Corporate



4. Key issues and gaps

In response to some concerns expressed by staff and management and a desire to improve operational effectiveness, an independent review of the LHD’s finance and business management functions was conducted.

The purpose of the review was to identify opportunities to improve operational effectiveness and financial stewardship and drive greater consistency of practice. Interviews were held with the Executive, General Managers in Clinical Operations, Finance Managers and Senior Business Managers and Business Managers to understand the environment, key issues and opportunities for improvement.

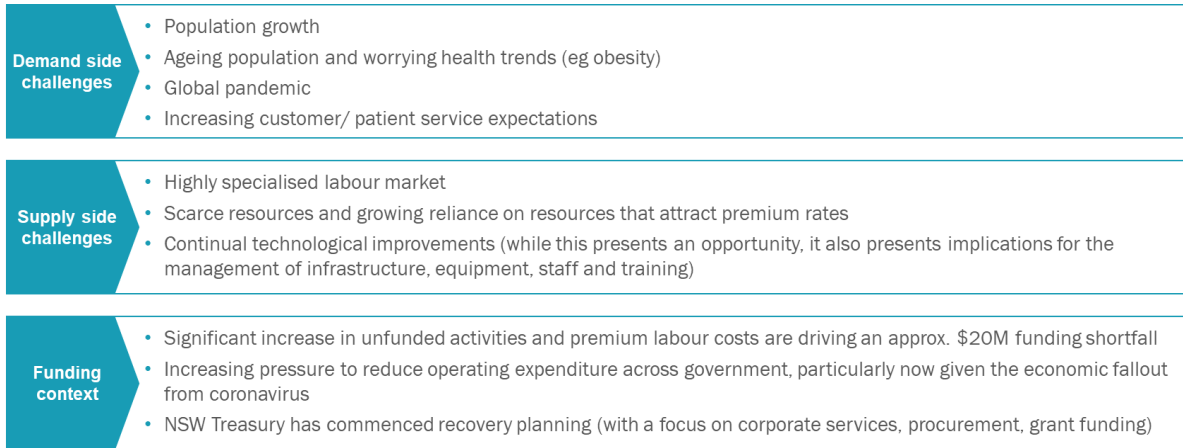
These discussions highlighted a range of key issues, gaps and observations (Figure 12).

Figure 12 – Key issues, gaps and observations

| | |
|--|--|
| <p style="text-align: center;">Siloed planning</p> <ul style="list-style-type: none"> • Service planning, workforce planning and financial planning seem to be disconnected and conducted in siloes so there is some tension between desired outcomes • There does not appear to be a district wide view on the LHD direction and desired outcomes • Drives a reactive/ rear view management response | <p style="text-align: center;">Unclear roles, responsibilities and performance expectations</p> <ul style="list-style-type: none"> • Financial management roles, responsibilities and performance expectations are unclear which creates frustration, blame and some inefficiency • BM operational responsibilities often distract BMs from their financial responsibilities and differ across sites and disciplines which means the focus on financial management differs which creates a range of inconsistent practices and performance standards |
| <p style="text-align: center;">Mixed capability and capacity</p> <ul style="list-style-type: none"> • The financial acumen of cost centre managers, business managers and finance staff is varied • Given operational responsibilities, BMs feel they do not have enough capacity to perform their financial functions • There is no formal workforce planning approach or career progression and staff development pathway • Drives inconsistency, an under and over utilisation of resources and sometimes poor financial management outcomes | <p style="text-align: center;">Systems, processes and work practices do not appear to support robust planning, analysis and decision making</p> <ul style="list-style-type: none"> • Multiple, complex systems and no one source of truth which results in inconsistent/ inaccurate reporting and a significant amount of time spent navigating, interpreting results • Limited analysis is conducted so it is difficult to plan services/ initiatives and assess performance • The budget build processes and timelines change year to year and processes are not transparent which makes it difficult to plan resources, obtain input and own the budget outcome |

These observations, in the context of the current external environment where the demand for health services continues to increase and funding is becoming increasingly scarce, the case for change is compelling.

Figure 13 – Key challenges

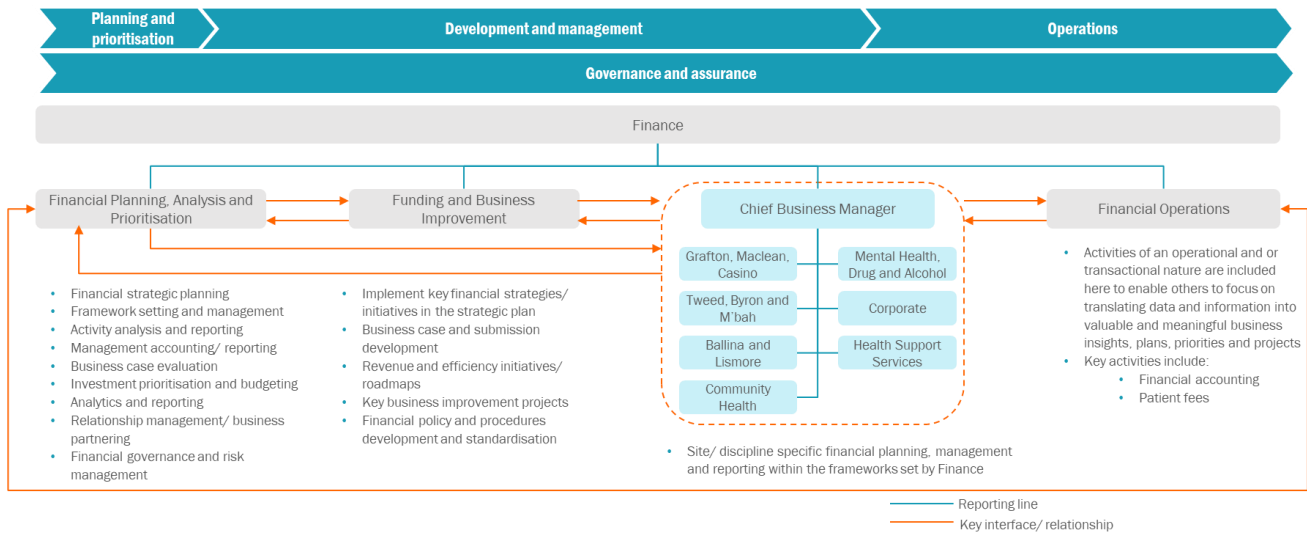


5. Proposed future model and structures

5.1. Overview

To future proof and optimise the delivery of finance and business management services and functions and to ensure teams are set up to deliver these services and functions effectively, a new finance and business management operating model has been designed (Figure 14). The proposed operating model integrates financial and business management functions to improve financial stewardship, operational effectiveness, and consistency of practice.

Figure 14 – Proposed operating model



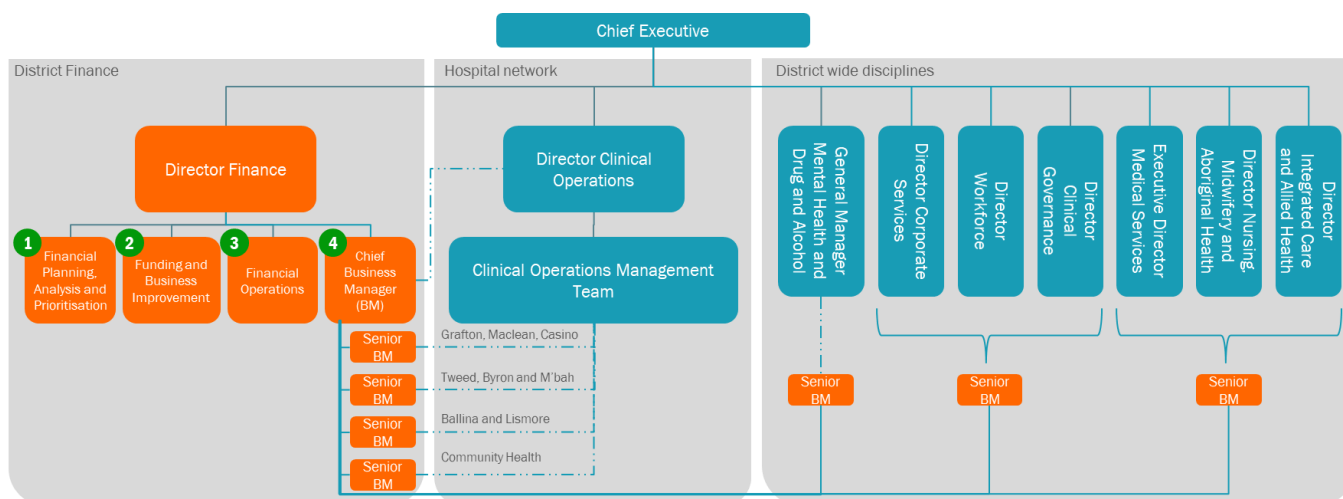
The Finance team structure has been realigned into three functional teams that clearly separate strategic planning and analysis from operations.

1. Financial Planning, Analysis and Prioritisation
2. Funding and Business Improvement
3. Financial Operations

For more detail, please refer to Section 5.3.

The business management network has been realigned into new portfolios to better support sites and disciplines with more consistent advice under the direction of a Chief Business Manager reporting to Finance.

Figure 15 – Proposed teams and portfolios



The size and scale of the proposed portfolios have been balanced (by considering the current and likely future size and scale of operations as well as the geographic location of sites) to help business managers serve the business more effectively. The proposed new business management portfolios are:

1. Grafton, Maclean and Casino
2. Tweed, Byron and Murwillumbah
3. Ballina and Lismore
4. Community Health
5. Mental Health and Alcohol and Other Drugs Services
6. Corporate which will serve Corporate, Workforce and Clinical Governance
7. Health Support Services which will serve Medical Services; Nursing, Midwifery and Aboriginal Health; Integrated Care and Allied Health.

It is envisaged the three geographic/ site-based portfolios will support all acute services, and primary care services in the portfolio.

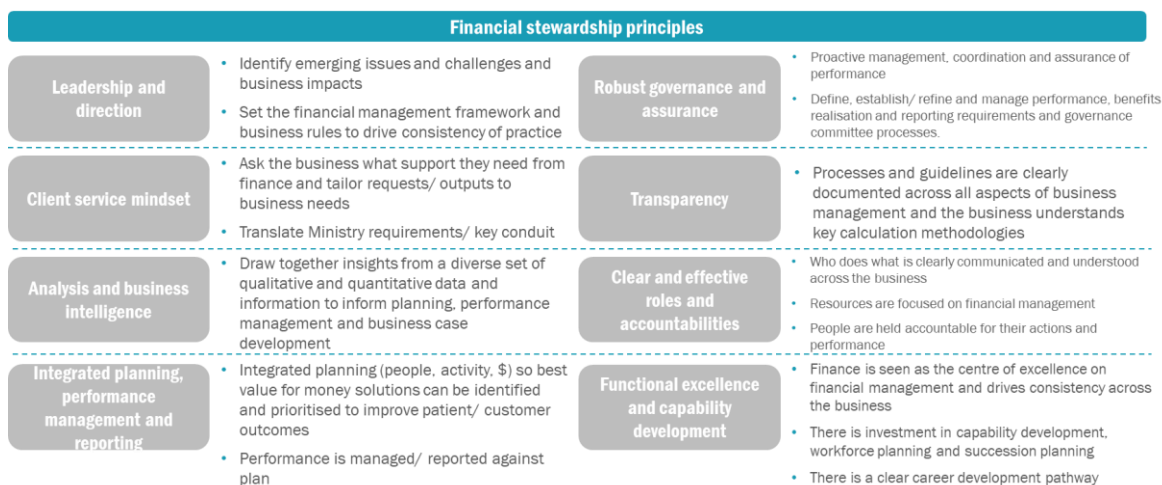
It is envisaged business and financial management support for the Multiple Purpose Services (MPS) will be provided by the Chief Business Management team.

For more detail, please refer to Section 5.3.

5.2. Financial and business performance stewards – How we will operate

The proposed business model is underpinned by several financial stewardship principles which seek to guide the way in which finance and business management staff need to operate.

Figure 16 – Financial stewardship principles



These principles highlight the need for Finance to be more focused on providing business insights and financial frameworks, while business managers need a stronger link to finance and a focus on the financial management of their sites or disciplines.

Finance and performance managers should be focused on:

- Providing analytics and business insights to enable the business to plan and manage and make more effective decisions
- Establishing and managing appropriate financial and performance management frameworks and controls.

This requires finance and performance managers to:

- Conduct analysis, interpret results and offer insights
- Translate Ministry requirements to the business
- Develop district financial and performance plans and strategies
- Establish clear and transparent processes and business rules
- Tailor requests/ outputs (less transactional/ data dumps)
- Ensure accurate information is distributed
- Maintain a single source of truth
- Continually review systems, processes, reports, tools to ensure they are fit for purpose and meet business needs (to enable the business to understand how it is performing).

Business managers should be responsible for the financial planning and management of their site or discipline to enable site/ discipline managers to effectively manage their business. They should also be the key site conduit for all district wide support services (such as corporate services).

This requires business managers to:

- Focus on the financial and business management aspects of their role
- Develop site/ discipline specific financial and performance plans and strategies in the context of district plans and strategies
- Interpret analytics
- Partner with site managers, discipline managers and Finance to actively plan, execute and manage financial strategies to deliver desired results and outcomes
- Act as an independent advisor and financial controller for the site/ discipline
- Ensure site managers and discipline managers have appropriate and accurate information and analysis so they can be accountable for financial performance.

5.3. The proposed Finance and Business Management teams

The proposed Finance and Business Management teams are outlined in more detail below.

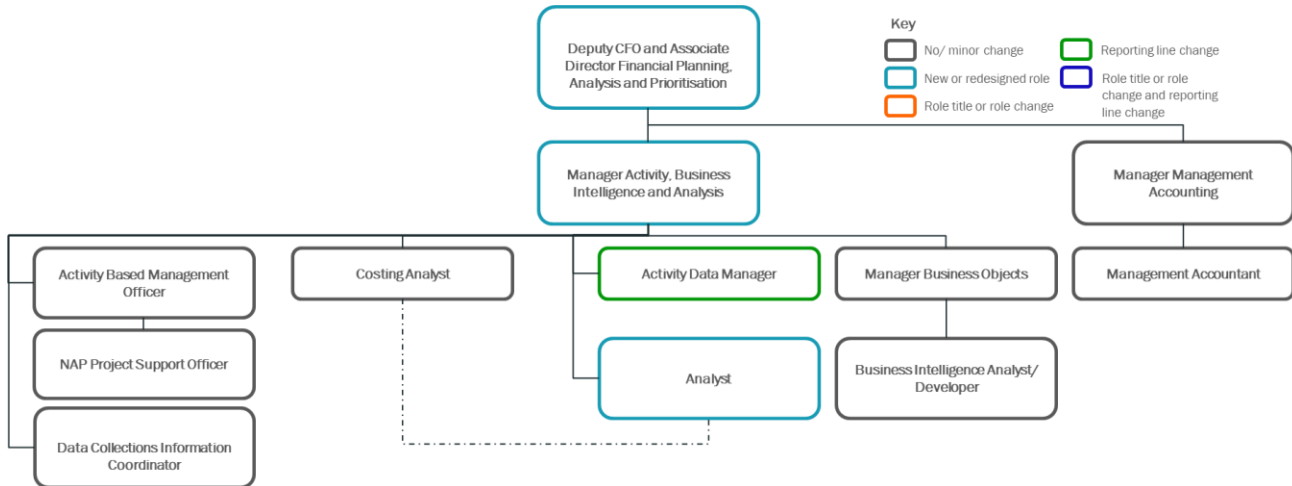
Financial Planning, Analysis and Prioritisation

The purpose of the Financial Planning, Analysis and Prioritisation team is to bring together financial planning, activity management and management accounting to enable evidence based and cohesive planning, reporting and decision making.

The Financial Planning Analysis and Prioritisation team will provide LHD wide internal and external performance reporting, analysis and advice and is responsible for:

- Establishing and managing appropriate financial, performance and risk management frameworks, controls and governance
- Developing LHD wide strategic financial and performance plans and strategies including investment prioritisation
- Providing tailored analytics and business insights to enable the business to plan and manage and make more effective decisions
- Evaluating business cases and funding submissions
- Allocating and managing the LHD budget and monitoring and reporting budget performance
- Preparing ABF budgets, analysing operations and monitoring and reporting ABF performance
- Coordinating data collections, data file preparations, ABF, annual statements and District Network Returns (DNR)
- Producing timely and accurate clinical costing reports, activity data and performance reports
- Providing advice and expertise to senior executives and clinicians on costing and casemix issues
- Providing advice and coordinating input for the Ministry of Health, NSW Treasury and other external stakeholders
- Translating Ministry requirements for the business
- Continually reviewing systems, processes, reports, tools to ensure they are fit for purpose and meet business needs (to enable the business to understand how it is performing).

Figure 17 – Proposed Financial Planning, Analysis and Prioritisation



It is proposed that two documentation and coding education, audit and quality roles (currently part of Clinical Performance) be transferred to Clinical Operations reporting to The District Health Information Manager (HIM) to work more directly with clinicians and coders to improve revenue capture. It will be important that these roles continue to work with other relevant district wide disciplines (such as Mental Health and Alcohol and Other Drugs Services, Nursing and Midwifery and Medical Services) These positions are:

- Documentation Clinical Specialist
- Clinical Audit Educator

While their activities have an important financial impact/ outcome, there is merit in aligning these resources with the District HIM to uplift documentation and coding practice across the LHD. This enables the remaining part of the former Clinical Performance team to focus on activity management to enable evidence based and cohesive planning, reporting and decision making. It is envisaged there would still be a strong connection and interface with the revised Clinical Performance team (proposed Activity, Business Intelligence and Analysis).

Funding and Business Improvement

Funding and Business Improvement will:

- Drive the execution of the key initiatives specified in the strategic financial plan produced by the Financial Planning, Analysis and Prioritisation team
- Facilitate key changes to systems, processes and behaviours required to support the transition to the new business model
- Work closely with Business Managers to develop business cases and funding submissions
- Support business units by providing advice and direction on funding opportunities and funding compliance
- Oversee financial policy and procedures development, standardisation and governance

Figure 18 – Proposed Funding and Business Improvement

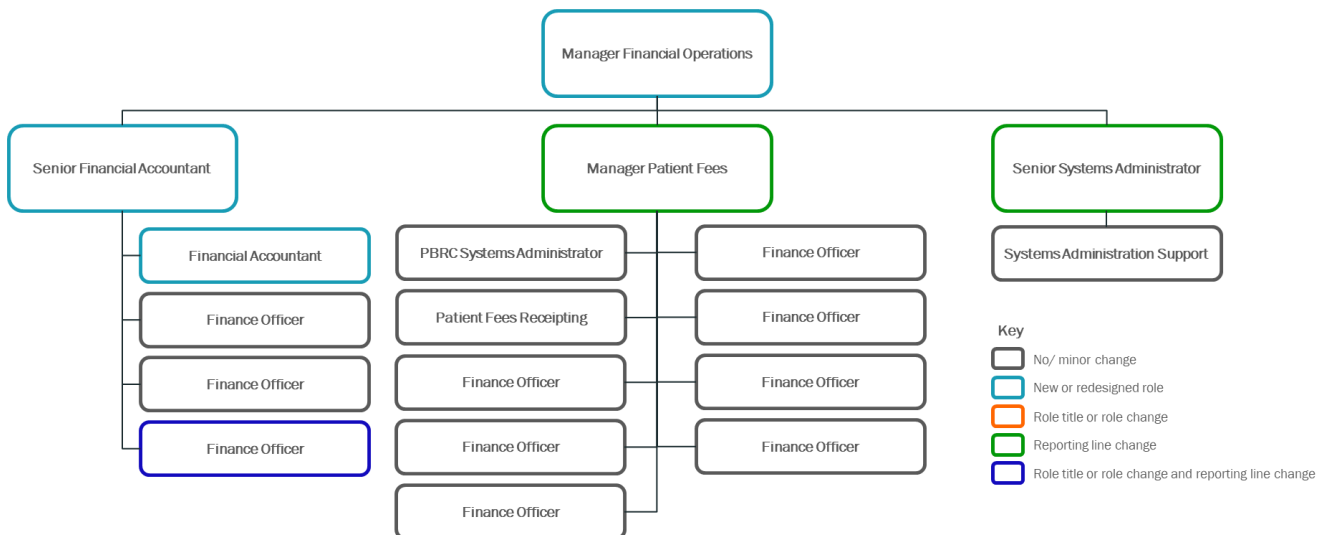


Financial Operations

Financial Operations will focus on the important day of operations activities to enable others to focus their efforts on planning, analysis and reporting. Financial Operations will:

- Conduct financial accounting functions (GL maintenance)
- Work closely with and provide accurate budget performance (budget vs actual) reporting to the Financial Planning, Analysis and Prioritisation team and Business Managers to enable them to analyse and interpret results
- Prepare and lodge BAS and FBT returns
- Conduct statutory reporting requirements
- Manage accounting standards
- Manage external audit processes
- Coordinate and process LHD revenues/ patient fees.

Figure 19 – Proposed Financial Operations



Business Management

Business Managers will continue to partner and work closely with their sites and disciplines with some realignment proposed to provide more consistent support and advice.

Business managers will:

- Develop site/ discipline specific financial and performance plans and strategies in the context of district plans and strategies
- Act as the key site conduit for all district wide support services
- Partner with site managers, discipline managers and Finance to actively plan, execute and manage financial strategies to deliver desired results and outcomes
- Act as an independent advisor and financial controller for the site/ discipline
- Provide accurate financial information, analysis and advice to all acute and primary care services in the portfolio
- Ensure site managers and discipline managers have appropriate and accurate information and analysis so they can be accountable for financial performance.

Figure 20 – Proposed Business Management portfolios and structure

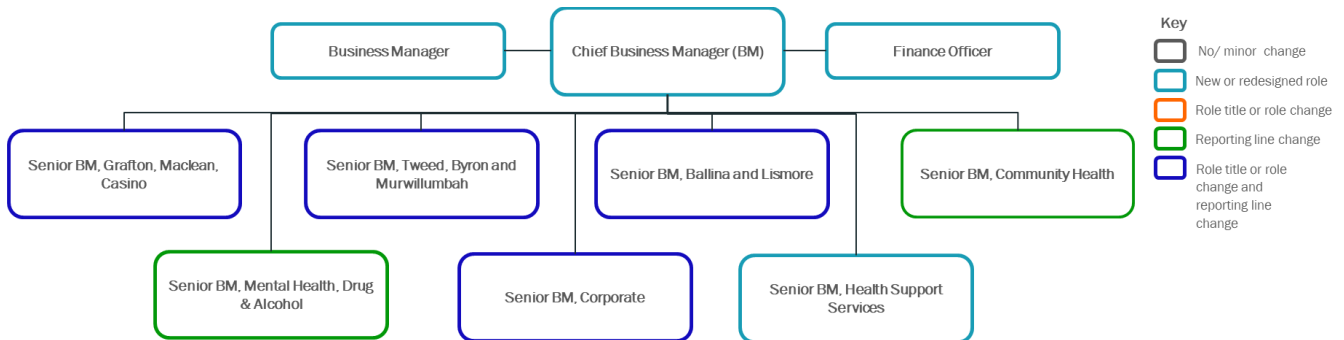


Figure 21 – Proposed Business Management Grafton, Maclean, Casino

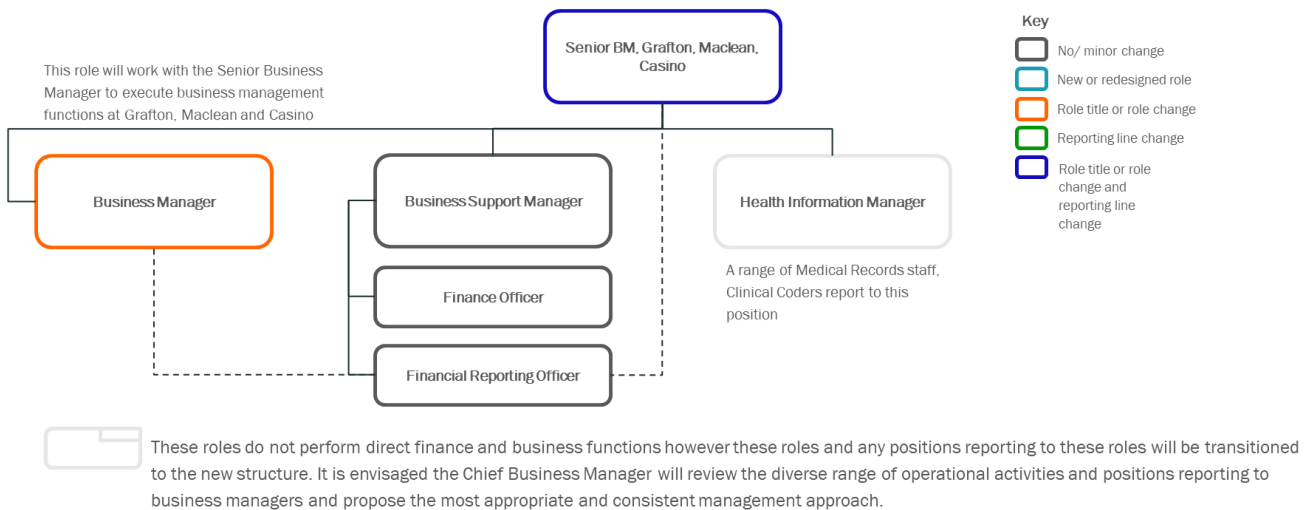


Figure 22 – Proposed Business Management Tweed, Byron and Murwillumbah

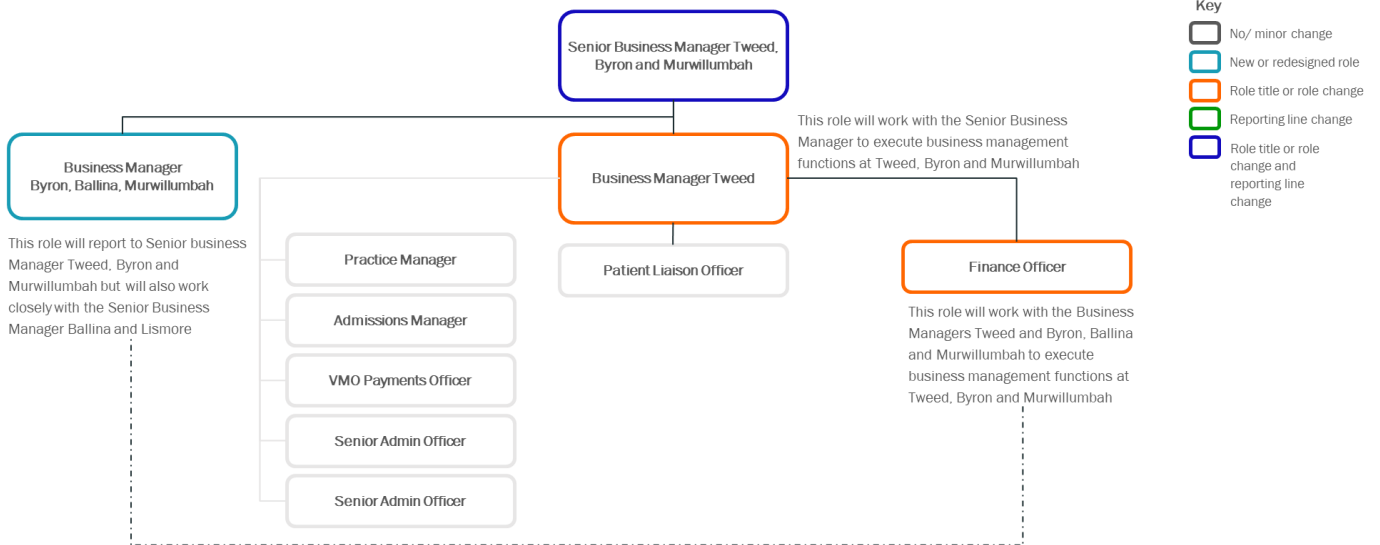
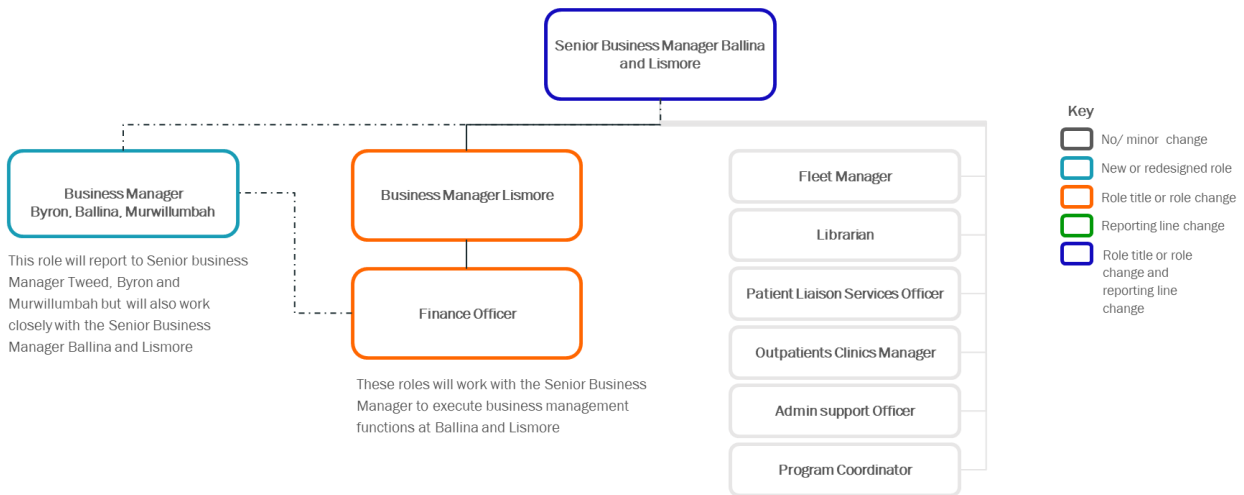
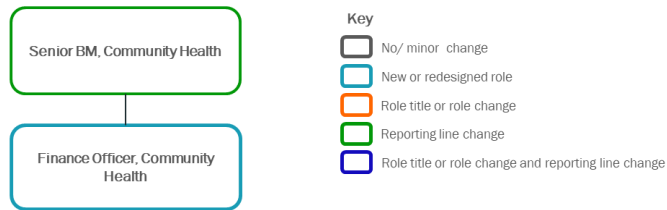


Figure 23 – Proposed Business Management Ballina and Lismore



These roles do not perform direct finance and business functions however these roles and any positions reporting to these roles will be transitioned to the new structure. It is envisaged the Chief Business Manager will review the diverse range of operational activities and positions reporting to business managers and propose the most appropriate and consistent management approach.

Figure 24 – Proposed Business Management Community Health



The Senior Business Manager Community Health will continue to report to Community and Allied Health in the interim while the C &AH review is implemented. In 12 months time, once the implementation is complete, this position will then be transferred to the Chief Business Manager. In the interim, the Finance Officer Community Health will report to the Chief Business Manager

Figure 25 – Proposed Business Management Mental Health, Alcohol and Other Drugs

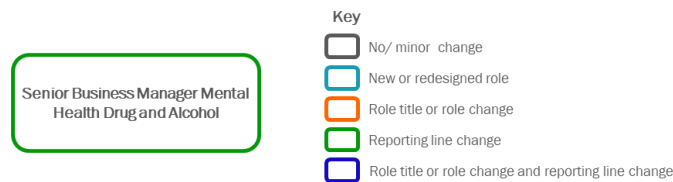
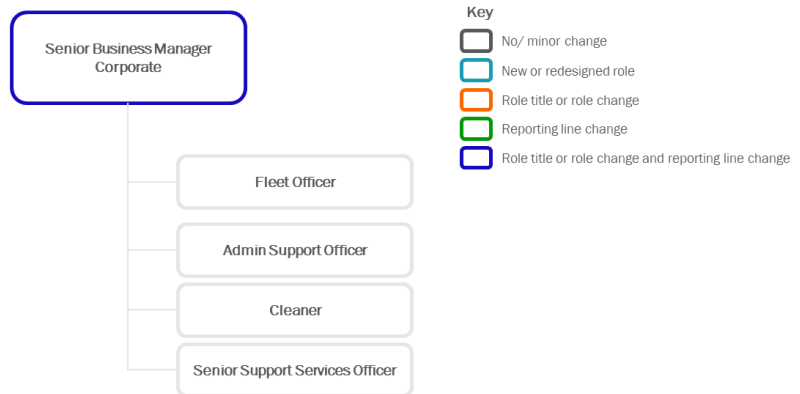


Figure 26 – Proposed Business Management Corporate



These roles do not perform direct finance and business functions however these roles and any positions reporting to these roles will be transitioned to the new structure. It is envisaged the Chief Business Manager will review the diverse range of operational activities and positions reporting to business managers and propose the most appropriate and consistent management approach.

5.4. Benefits of the proposed structure

It is anticipated the integration of Finance and Business Management will help to create an environment where:

- Finance and business managers have a greater level of support and technical guidance
- Resource allocation and management is conducted across the finance and business management network which will also improve leave management and access to career progression and development opportunities

-
- Service delivery is much more consistent and effective driven by clear and consistent responsibilities and accountabilities, frameworks and controls which will in turn enhance financial governance and stewardship
 - Operational silos are broken down and teams can work more collectively together to analyse and assess business needs and imperatives to better serve the LHD.

6. Proposed changes

6.1. Overview

To minimise and manage the impacts on staff and to create as much job certainty and security as possible, the review team has directly matched and appointed staff to positions within the context of current industrial policies and frameworks.

For redesigned, new or vacant roles where a direct appointment cannot be made, staff will have an opportunity to apply for advertised positions.

The proposed method for filling the positions is described in more detail in Section 6.3.

6.2. New and redesigned positions and role descriptions

Several positions have been created or redesigned in Finance and across the business management network which are described below and outlined in Tables 4 and 5.

The Deputy CFO Financial Planning, Analysis and Prioritisation will be responsible for:

- Leading the Financial Planning, Analysis and Prioritisation team
- Facilitating the development of frameworks, processes and systems to bring together financial planning, activity management and management accounting to enable evidence based and cohesive planning, reporting and decision making
- Overseeing medium to long term strategic financial planning
- Overseeing activity analysis and reporting
- Overseeing management accounting and reporting
- Leading business case evaluation, investment prioritisation and budgeting
- Establishing and overseeing financial governance and risk management frameworks and practices
- Working closely with and facilitating productive relationships with key stakeholders and partners (particularly the CFO, the Executive, the Chief Business Manager and business managers, The Ministry of Health).

The ***Manager Activity, Business Intelligence and Analysis*** will report to the Deputy CFO Financial Planning, Analysis and Prioritisation and will be responsible for:

- Preparing and monitoring ABF budgets and analysing operations and performance
- Coordinating data collections, data file preparations, ABF, annual statements and District Network Returns (DNR)
- Producing timely and accurate clinical costing reports, activity data and performance reports
- Working closely with those responsible for maintaining clinical documentation and overseeing coding audits (in Clinical Operations) to support accurate ABF reporting
- Working closely with the Deputy CFO to ensure activity data and analysis drives the development of plans and strategies (such as service plans)
- Providing advice and expertise to senior executives and clinicians on costing and casemix issues.

The purpose of bringing together planning, activity management and financial management/ management accounting is to ensure these activities are conducted cohesively together and analysis is brought together to drive LHD insights which will inform medium to long term plans.

An additional **Analyst** role will be created to provide greater capacity to undertake LHD wide performance analytics to inform financial strategic planning and performance management.

The Manager, Funding and Business Improvement will:

- Implement key financial strategies/ initiatives in the strategic plan
- Facilitate the preparation of, or prepare business cases and funding submissions
- Oversee and facilitate the execution of key business improvement initiatives and roadmaps
- Develop, standardise and manage relevant financial policy and procedures.

To lead the new Financial Operations team, a new **Manager Financial Operations** position will be created which will oversee and manage activities of an operational and or transactional nature to enable others to focus on translating data and information into valuable and meaningful business insights, plans, priorities and projects. This role will:

- Oversee financial accounting functions (GL maintenance)
- Work closely with the Financial Planning, Analysis and Prioritisation team and Business Managers and ensure the Financial Operations team provides accurate budget performance (budget vs actual) reporting
- Oversee the preparation and lodgement of BAS and FBT returns
- Conduct statutory reporting requirements
- Manage accounting standards
- Manage external audit processes
- Oversee the coordination and processing of LHD revenues/ patient fees.

This role will be supported by a redesigned Senior Financial Accountant role and Financial Accountant role.

Table 4 – New and redesigned positions in Finance

| Role | Reporting position | Initiative | Method of filling role |
|------------|--------------------|------------|------------------------|
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
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| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |

It is proposed that a new **Chief Business Manager** position will be created to oversee the business management network. The Chief Business Manager will report to the Chief Financial Officer. Senior Business Managers will report to the Chief Business Manager who will set the direction for business management services and functions across the LHD in the context of the frameworks and controls set by the Financial Planning, Analysis and Prioritisation team and Funding and Business Improvement team. This will drive greater consistency of practice across the sites and disciplines, provide a district wide approach to resource allocation and management (particularly for leave relief and career development opportunities) and provide Senior Business Managers with a greater level of support and direction.

In the interim, it is envisaged the Chief Business Manager will review the diverse range of operational activities and staff reporting to business managers and propose the most appropriate and consistent management approach.

It is envisaged the Chief Business Manager will work closely with relevant members of the Executive, particularly the Director, Clinical Operations and will be an important part of the Clinical Operations Executive team.

The Chief Business Manager will be supported by a **Business Manager** and **Finance Officer**. It is envisaged the Business Manager and Finance Officer supporting the Chief Business Manager would work closely with the Chief Business Manager and Senior Business Managers to oversee the performance of the network, conduct work for Senior Business Managers when they have periods of high workload or as required, work closely with the finance teams to deliver financial and business management functions. The Business Manager would also have portfolio responsibility for the MPS network and cost centres for the Clinical Operations directorate.

The **Senior Business Manager, Health Support Services** will oversee financial and business management services and functions for the Medical Services, Nursing, Midwifery and Aboriginal Health as well as Integrated Care and Allied Health divisions. The creation of this new position will increase the level of support to these divisions (which were formerly part of the Corporate business management portfolio). This will be particularly important for those divisions where demand for services is expected to grow.

To support the Community and Allied Health review and ensure business as usual Community Health business management activities can still occur, a new **Finance Officer Community Health** will be established. This role will report to The Chief Business Manager in the interim until the Senior Business Manager Community Health is transitioned across to the Chief Business Manager upon establishment of the new Community Health structure in 12 months' time.

Table 5 – New and redesigned positions in the business management network

| Team | New/Redesigned position | Indicative grade | Method of filling role |
|------------|-------------------------|------------------|------------------------|
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
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| [Redacted] | [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | [Redacted] |

Role descriptions for the new or redesigned positions have been developed (Attachment 1). Staff are invited to provide feedback on the proposed roles to ensure they cover the appropriate roles and responsibilities prior to a grading review. Indicative grades against the new positions have been included, however they are subject to a formal grading review.

6.3. Affected positions

As a result of the proposed changes, some staff may be affected directly or indirectly. Staff directly affected may be those where their current position has been abolished, their role has changed and or their reporting relationship has changed.

Indirectly affected staff may be those where their role is largely unchanged but the role of the position they report to has been amended or their team has been realigned to one of the new teams or portfolios.

It is important to note that while there are a number of positions that have been directly affected, in most cases the staff member will be directly matched to a position, or has the opportunity to apply for a new or vacant position. The overall impact of the proposed changes is expected to be relatively low and is likely to be offset by the anticipated productivity benefits associated with the realignment.

The proposed method for filling roles in the new structure is outlined below.

For positions that are largely unchanged, staff will be directly matched to these positions.

For new, significantly changed or vacant positions, directly affected staff will be matched to positions where possible. Where there may be multiple eligible candidates, those staff will be invited to apply for

the new, changed or vacant role. If a suitable candidate is not selected, then the position will be advertised internally within Health and for more senior roles, roles will also be advertised externally.

Given the delays to the timeframe, all positions that need to be advertised (following the consideration of the suitability of any displaced staff) will be advertised and filled at the same time.

The review team does not anticipate any changes to working conditions (such as non-shift work status Monday – Friday) and is open to discussing any ideas or suggestions about part-time arrangements, job share opportunities and flexible work practices.

All notification processes will occur as per NSW Health policy requirements while the consultation process is underway.

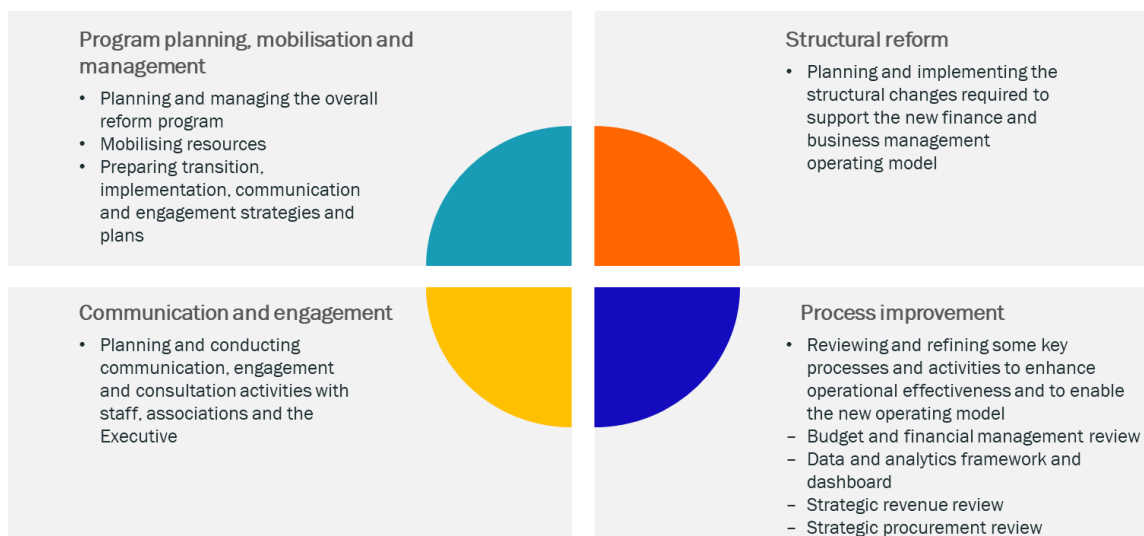
For more information on affected staff, [REDACTED].

For more information on managing excess employees, please use link: [Managing Excess Staff of the NSW Health Service](#)

7. Transitioning to the new model and structure

To guide the transition to the new operating model, a finance and business management improvement program has been developed which focuses on four key elements (Figure 27).

Figure 27 – Finance and business management improvement program elements



The program will be implemented over the next few months.

It is important to recognise, the improvement program is much more than structural change. The structural changes proposed in this consultation paper will be supported by key process improvement initiatives to enable the new business model and structure to function effectively as well as important communication and engagement activities to ensure staff stay connected, informed and supported.

The **program planning, mobilisation and management** element involves the planning and tracking of key program activities, deliverables, and milestones.

The **structural reform** element will focus on planning and implementing the structural changes required to support the new operating model.

The **process improvement** element involves reviewing and refining some key processes and activities to enable and support the new operating model. Four key improvement initiatives have been identified and are outlined in Figure 28.

Figure 28 – Process improvement priorities

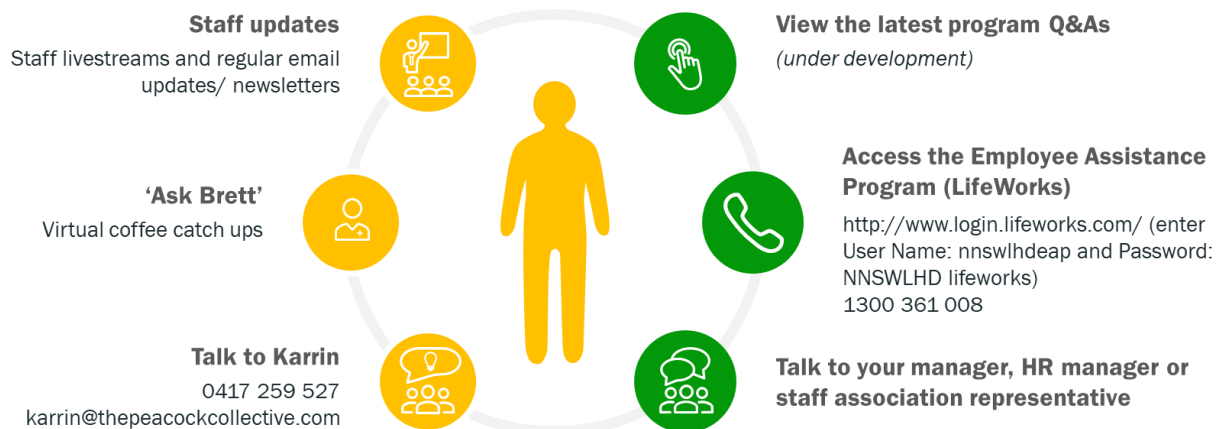
The enabling processes element is focused on four key improvement priorities

- 1 **Budget and financial management review**
To understand current budgeting and resource planning processes and practices across the LHD, identify improvement opportunities and propose a revised approach
- 2 **Data and analytics framework and dashboard**
To develop a data and analytics framework and executive style reporting dashboard to enable the LHD to develop an appropriate, accurate, meaningful and reliable evidence base to manage its financial and business performance and to inform policy development, planning and expenditure decisions
- 3 **Strategic revenue review**
To understand and map key LHD revenue streams and sources of funding and to identify (and where possible quantify) missed revenue capture and access to funding opportunities
- 4 **Strategic procurement review**
To understand and document current LHD procurement practices and identify opportunities for improvement, synergies and savings across the LHD

The **communication and engagement** element involves planning and conducting all relevant communication, consultation and engagement activities with staff, associations and management.

There will be many communication and engagement opportunities in the coming months and several ways for staff to stay connected, informed and supported (Figure 29).

Figure 29 – Communication and engagement opportunities



Employee Assistance Program (EAP)

As times of change can be stressful, we remind staff of the Employee Assistance Program, available to you online via <http://www.login.lifeworks.com/> (enter User Name: nswlhdeap and Password: NNSWLHD lifeworks) or by telephone 1300 361 008

8. Indicative consultation process and timetable

| | |
|--|------------------------------|
| Revised proposal provided to Health Services Union | 10 June 2022 |
| Revised proposal provided to staff and management | 10 June 2022 |
| HSU and staff comments and feedback due | 24 June 2022 |
| Proposed Union Specific Consultation meeting | week commencing 27 June 2022 |
| Notification of outcome of consultation to staff | week commencing 4 July 2022 |
| Recruitment | July 2022 |

9. Staff comments and feedback

We invite any comments, queries or feedback to Trish McKinnon on the proposed amendments in this revised proposal by 24 June 2022, via email to: trish.mckinnon@health.nsw.gov.au

Attachment 1 – Role descriptions

The purpose of this document is to outline the role descriptions for the proposed new or redesigned positions in the Finance and Business Management structure including:

Finance

- Deputy CFO and Associate Director Financial Planning, Analysis and Prioritisation
- Manager Activity, Business Intelligence and Analysis
- Analyst
- Manager Funding and Business Improvement
- Manager Financial Operations
- Senior Financial Accountant
- Financial Accountant

Business Management network

- Chief Business Manager
- Business Manager (supporting Chief Business Manager)
- Finance Officer (supporting Chief Business Manager)
- Finance Officer, Community Health
- Administration Manager, Byron and Ballina

For each role, the following has been described:

- Purpose of the role
- Key accountabilities
- Capabilities for the role (based on the NSW Public Sector Capability Framework)
- Key relationships
- Selection criteria

These role descriptions will form the basis of the position descriptions and enable a grading review to be conducted.

The information contained in the role descriptions has been drawn from existing PDs so if some accountabilities are missing then now is the opportunity to rectify.

Finance

Deputy CFO and Associate Director Financial Planning, Analysis and Prioritisation

Purpose

- To bring together data and information to enable comprehensive medium to long term strategic financial and business planning, investment prioritisation and performance
- To support the Chief Financial Officer and relieve in this role as required
- To lead the Financial Planning, Analysis and Prioritisation team

Key accountabilities

- Lead the Financial Planning, Analysis and Prioritisation team
- Facilitate the development of frameworks, processes and systems to bring together financial planning, activity management and management accounting to enable evidence based and cohesive planning, reporting and decision making
- Develop medium to long term strategic financial plans
- Work with the Chief Business Manager to ensure site/discipline specific financial and performance plans and strategies are developed in the context of the LHD wide plans and strategies set by the Financial Planning, Analysis and Prioritisation team
- Oversee activity analysis and reporting and actively partner with the Activity, Business Intelligence and Analysis team to integrate it into the broader Financial Planning, Analysis and Prioritisation team
- Oversee management accounting and reporting
- Lead business case evaluation, investment prioritisation and budgeting
- Establish and oversee financial governance and risk management frameworks and practices
- Work closely with and facilitate productive relationships with key stakeholders and partners (particularly the CFO, the Executive, the Chief Business Manager and business managers, The Ministry of Health)
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|--|-----------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Highly advanced |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Highly advanced |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|---|-----------------|
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Highly advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Advanced |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Highly advanced |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Advanced |
| | Work collaboratively | Collaborate with others and value their contribution | Advanced |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Advanced |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| | Project management | Understand and apply effective project planning, coordination and control methods | Advanced |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | Advanced |

| Capability group | Capability name | Description | Level |
|------------------|-------------------------------|---|----------|
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | Advanced |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | Adept |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | Advanced |

Key relationships

| Who | Why |
|--|--|
| Chief Financial Officer (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Direct reports/ team members <ul style="list-style-type: none"> • Manager Activity, Business Intelligence and Analysis • Manager Management Accounting • Manager Financial Operations | Provide supervision, advice, support and leadership to staff who are under the direct supervision of this role |
| Key internal stakeholders Funding and Business Improvement Financial Operations team Chief Business Manager ELT members | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent, eligible for full membership in a recognised professional accounting body and a demonstrated commitment to ongoing professional development and equivalent experience
- Demonstrated experience in strategic financial and business planning, monitoring and management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Highly developed analytical skills and proven ability to monitor and manage performance, business case development, financial strategies development and investment prioritisation to achieve improved health outcomes
- Superior communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately

-
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
 - Demonstrated ability to lead a dynamic and multidisciplinary team and manage resources effectively
 - Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Manager Activity, Business Intelligence and Analysis

Purpose

- To provide leadership and advice on all matters relating to casemix, product costing, activity measurement and funding models for Northern NSW Local Health District (NNSW LHD) and its service units
- To work cohesively with the Financial Planning, Analysis and Prioritisation team, Chief Business Manager, Corporate Services and relevant members of the Executive to bring together data, information and insights to ensure activity data and analysis drives the development of plans and strategies (such as service plans)
- To lead the Activity, Business Intelligence and Analysis team

Key accountabilities

- Prepare and monitor ABF budgets and analysing operations and performance
- Oversee data collections, data file preparations, ABF, annual statements and District Network Returns (DNR)
- Produce timely and accurate clinical costing reports and information, activity data and performance reports as required
- Develop funding models appropriate for the LHD as required
- Ensure the team works closely with those responsible for maintaining clinical documentation and overseeing coding audits (in Clinical Operations) to support accurate ABF reporting
- Provide advice and expertise to senior executives and clinicians on costing and casemix issues, funding models and their application across the LHD
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|----------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Advanced |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|--|--------------|
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Advanced |
| | Work collaboratively | Collaborate with others and value their contribution | Advanced |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | Adept |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | Adept |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | Adept |

Key relationships

| Who | Why |
|--|---|
| Deputy CFO and Associate Director Financial Planning, Analysis and Prioritisation (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Direct reports/ team members | Provide supervision, advice, support and leadership to staff who are under the direct supervision of this role |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation Funding and Business Improvement Financial Operations team Chief Business Manager ELT members Corporate Services | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required Work with the Executive, senior managements, operations and corporate units in the development, application and understanding of health funding guidelines and principles |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Health Economics, Health Information Management or equivalent, and a demonstrated commitment to ongoing professional development and equivalent experience
- Demonstrated experience with the systems and organisations involved in the provision, management and monitoring of health information and performance
- Highly developed analytical skills and proven ability to monitor and manage performance
- Highly developed knowledge of and demonstrated experience in using Casemix methodologies, product costing, resource allocation and funding models to achieve improved health outcomes
- Well developed communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Demonstrated ability to lead a dynamic and multidisciplinary team and manage resources effectively as well as work effectively individually and as part of a team
- Demonstrated ability to manage projects to completion in a timely manner resulting in high quality deliverables
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Analyst [REDACTED]

Purpose

To provide accurate and timely LHD wide activity and performance analytics to meet LHD and Ministry of Health (MoH) reporting requirements and to inform planning and performance management.

Key accountabilities

- Provide LHD wide performance and activity data reports including analysis and commentary to meet both internal and external reporting requirements and timeframes, business planning and performance management
- Provide written briefings and proposals as required
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|--------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Intermediate |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Adept |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Intermediate |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Intermediate |

| Capability group | Capability name | Description | Level |
|-------------------|-------------------------------------|--|--------------|
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Intermediate |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Intermediate |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|--|---|
| Manager Activity, Business Intelligence and Analysis (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members | Provide support to other business management team members as required |
| Key internal stakeholders | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information as required |

| Who | Why |
|--|---|
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Tertiary qualifications in business analytics or equivalent and relevant work experience
- Demonstrated experience in the production of performance and activity reports
- Demonstrated analytical skills, critical appraisal and problem solving skills and a proven ability to analyse performance and activity data to identify trends and insights and report these findings to relevant managers for consideration and action
- Demonstrated knowledge and experience in the use of a range of Ministry of Health computer applications including Health Information Exchange (HIE), Cerner and Business Objectives
- Ability to prioritise workload and meet deadlines in an environment of minimal supervision
- Excellent interpersonal and communication skills, both verbal and through written reports. Ability to liaise with managers, staff and external organisations
- Knowledge of Ministry of Health standards and guidelines in relation to health information collections (example Inpatient statistics collection)
- High level competency in keyboard skills and the use of word processing, spreadsheet and data base computer packages such as Microsoft Word, Excel and Access
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Manager Funding and Business Improvement [REDACTED]

Purpose

To drive the development and implementation of strategic and business improvement initiatives in order to optimise funding and efficiency across the LHD

Key accountabilities

- Contribute to the development of the medium to long term strategic financial plan (by identifying and analysing areas for improvement) and implement key financial strategies/ initiatives identified in the plan developed by the Financial Planning, Analysis and Prioritisation team
- Facilitate the preparation of, or prepare business cases and funding submissions
- Oversee and facilitate the execution of key business improvement initiatives, savings strategies and roadmaps
- Develop, standardise and manage relevant financial policy and procedures
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|----------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Advanced |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Advanced |
| | Work collaboratively | Collaborate with others and value their contribution | Advanced |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |

| Capability group | Capability name | Description | Level |
|-------------------|-------------------------------------|--|----------|
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|---|--|
| Chief Financial Officer (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation Financial Operations team | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required |

| Who | Why |
|--|---|
| Chief Business Manager ELT members | Work with the Executive, senior managements, operations and corporate units in the development, application and understanding of health funding guidelines and principles |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business Management or equivalent, and a demonstrated commitment to ongoing professional development and equivalent experience
- Experience in the development and review of complex financial plans, long term forecasting, business cases, enhancement proposals and strategic business plans
- Demonstrated experience implementing and managing organisational change, and the realisation of business benefits
- Well-developed issues management skills with the ability to apply sound judgement and work within tight deadlines in order to respond to sensitive and complex matters
- High level communication and interpersonal skills including the ability to liaise, negotiate and consult with a wide variety of clientele to deliver high quality outcomes
- Valid unrestricted drivers licence for use in NSW/Australia and willingness to travel in the course of employment.

Manager Financial Operations [REDACTED]

Purpose

- To oversee the end of month and annual internal and external reporting function for Financial matters, the co-ordination of the external audit function and requirements ensuring the accurate presentation of financial information, including:
 - Preparation of the Annual Financial Statements and Year End Process
 - Preparation of monthly General Ledger close procedures ensuring strict timeframes are achieved
 - Ad-hoc investigations and reporting as required
 - Financial Strategy reporting
 - Action/Report on recommendations of Internal & External Audit
- To ensure compliance with relevant legislation and guidelines (Accounts and Audit Determination, Ministry of Health Policy, Accounting Standards & Practices, Audit requirements, Delegations Manual)
- To lead the Financial Operations team

Key accountabilities

- Ensure the NNSWLHD's book of account and accounting records are maintained including the General Fund, SP&T Account and Capital Account in accordance with International Financial Accounting Standards, Accounts and Audit Determination and NSW Ministry of Health Accounting Manual for Public Hospitals
- Manage the taxation function and resolve taxation issues for the LHD
- Oversee banking and cashier functions including cash management and investment
- Provide education and assistance to district managers in financial systems and functions
- Liaise with Health Support Services staff providing financial accounts processing functions for the LHD
- Partner with the Financial Planning, Analysis and Priorisation team and Chief Business Manager to ensure information is provided in a timely manner
- Ensure compliance with Accounting Standards, Accounts and Audit Determination, Ministry of Health Policies and Guidelines, Delegations and Audit requirements
- Manage the External Audit function including all investigations and reporting requirements
- Ensure the preparation of the Annual Financial Statements are completed in accordance with Ministry and Audit guidelines
- Investigate and report on any comments and recommendations received from internal or external auditors
- Oversee the coordination and processing of LHD revenues/ patient fees and systems administration activities
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|---|--------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Adept |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |

| Capability group | Capability name | Description | Level |
|-------------------|-------------------------------|---|-------|
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | Adept |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | Adept |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | Adept |

Key relationships

| Who | Why |
|---|---|
| Chief Financial Officer (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Direct reports/ team members <ul style="list-style-type: none"> Financial Accountant Manager Patient Fees Senior Systems Administrator | Provide supervision, advice, support and leadership to staff who are under the direct supervision of this role |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Chief Business Manager Senior Business Managers and Business Managers | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent, eligible for full membership in a recognised professional accounting body and a demonstrated commitment to ongoing professional development and equivalent experience
- Demonstrated experience in financial management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry

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- Well-developed analytical skills and proven ability to monitor and manage performance to achieve improved health outcomes
 - Well-developed communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
 - Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
 - Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Senior Financial Accountant [REDACTED]

Purpose

- To conduct the end of month and annual internal and external reporting function for Financial matters, the co-ordination of the external audit function and requirements ensuring the accurate presentation of financial information
- To ensure compliance with relevant legislation and guidelines (Accounts and Audit Determination, Ministry of Health Policy, Accounting Standards & Practices, Audit requirements, Delegations Manual)
- To ensure accuracy of systems interfaces to FMIS including payroll, VMoney, Pharmacy, Fleet

Key accountabilities

- Co-ordinate the timely completion of monthly General Ledger close offs and the production of monthly Reconciliations
- Co-ordinate and ensure all monthly reconciliations have been performed, reviewed and authorised before the end of the month
- Ensure that appropriate systems of internal controls are maintained and implemented where necessary
- Co-ordinate the implementation of new accounting systems, processes and practices are required and ensuring relevant staff are appropriately trained in these systems
- Ensure all Loans, Leave Liabilities, Payroll Suspense, Inter Entity accounts and Payroll & VMO processing by HSS are accurate and reconciled monthly
- Ensure all reconciliations performed by HSS are appropriately actioned and reviewed
- Ensure the PBRC Bank and Debtors systems are reconciled monthly to the General Ledger
- Oversee FMIS Oracle maintenance as required including Chart of Accounts
- Ensure that inventory is appropriately reflected in the General Ledger
- Liaise with Business Managers to ensure accounting functions and all data is processed within designated timeframes. Maintain a monthly timetable for end of month close procedures and ensure this is communicated monthly
- Manage and review all journal entries in the General Ledger ensuring compliance with accounting standards
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|--|-------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|---|--------------|
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Adept |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Intermediate |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | Intermediate |

| Capability group | Capability name | Description | Level |
|------------------|-------------------------------|---|--------------|
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | Intermediate |

Key relationships

| Who | Why |
|---|---|
| Manager Financial Operations (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Direct reports/ team members <ul style="list-style-type: none"> Financial Accountant Finance Officers | Provide supervision, advice, support and leadership to staff who are under the direct supervision of this role |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Chief Business Manager Senior Business Managers and Business Managers | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent, eligible for full membership in a recognised professional accounting body and a demonstrated commitment to ongoing professional development and equivalent experience
- Demonstrated experience in financial management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Developed analytical skills and proven ability to monitor and manage performance to achieve improved health outcomes
- Developed communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Financial Accountant [REDACTED]

Purpose

- Ensure all asset purchases, replacements and disposals are properly recorded in the asset registers and that monthly depreciation charges are maintained and completed
- Co-ordinate asset revaluations in accordance with Ministry of health requirements
- Prepare and maintain weekly and annual cashflow reporting and forecasting including the weekly reporting to the EDF and the preparation of bank reconciliations ensuring all reconciling items are addressed
- Ensure variations to the cashflow plan are identified reported and the process is improved to refine the cashflow process
- Authorise release of payments to creditors, ensuring that sufficient funds are available in the bank account to proceed
- Monitor debtor invoicing, collections and follow up including the management of District Finance cashier function
- Liaise with Bankers on banking matters. Participate in financial systems implementations ensuring relevant internal controls are developed and users are appropriately educated in net system, process and control functions.

Key accountabilities

- Ensure Monthly Bank Reconciliations are prepared, actioned and authorised for all LHD bank accounts including PBRC
- Manage weekly and Annual Cashflows and forecasts
- Schedule payment requirements for the LHD consistent with benchmark requirements and available funds
- Participate in weekly meetings with the Manager Financial Operations to review cash requirements
- Ensure all asset reconciliations performed by HSS are duly reviewed and actioned
- Manage the WIP accounts for the LHD and liaise with Capital Works to ensure consistent reporting to the Ministry and Executive
- Review the LHDs financial Systems for incorrectly classified asset expenditure and prepayments
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|--|--------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Intermediate |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|---|--------------|
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Adept |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Intermediate |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Intermediate |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |

| Capability group | Capability name | Description | Level |
|------------------|-------------------------------|---|-------|
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|---|---|
| Senior Financial Accountant (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members <ul style="list-style-type: none"> Finance Officers | Provide support to other business management team members as required |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business monitoring, analysis and reporting
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Developed analytical skills and ability to monitor performance and contribute to the development of business cases and financial strategies to achieve improved health outcomes
- Proven ability to communicate effectively at all levels and work as part of a team
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Business Management network

Chief Business Manager [REDACTED]

Purpose

To oversee the smooth operation and performance of the business management network. The Chief Business Manager will report to the Chief Financial Officer. Senior Business Managers will report to the Chief Business Manager who will set the direction for business management services and functions across the LHD in the context of the frameworks and controls set by the Financial Planning, Analysis and Prioritisation team and Funding and Business Improvement team.

The aim of this role is to drive greater business management consistency of practice across the sites and disciplines, provide a district wide approach to business management resource allocation and management (particularly for leave relief and career development opportunities) and provide Senior Business Managers and Business Managers with a greater level of support and direction.

Key accountabilities

- Set the direction for business management services and functions across the LHD in the context of the frameworks and controls set by the Financial Planning, Analysis and Prioritisation team and Funding and Business Improvement team
- Oversee the smooth operation and performance of the business management network including the development and implementation of relevant supporting frameworks and tools
- Work with business managers to ensure site/discipline specific financial and performance plans and strategies are developed in the context of the LHD wide plans and strategies set by the Financial Planning, Analysis and Prioritisation team
- Partner with relevant members of the Executive and Finance to actively plan, execute and manage financial strategies to deliver desired results and outcomes
- Ensure business managers are providing site managers and discipline managers with appropriate and accurate information and analysis so site/ discipline managers can be accountable for financial performance
- Review the diverse range of operational activities and staff reporting to business managers and propose the most appropriate and consistent management approach
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|--|-----------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Highly advanced |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Highly advanced |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|---|-----------------|
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Highly advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Advanced |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Highly advanced |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Advanced |
| | Work collaboratively | Collaborate with others and value their contribution | Advanced |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Advanced |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| | Project management | Understand and apply effective project planning, coordination and control methods | Advanced |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | Advanced |

| Capability group | Capability name | Description | Level |
|------------------|-------------------------------|---|----------|
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | Advanced |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | Adept |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | Advanced |

Key relationships

| Who | Why |
|--|--|
| Chief Financial Officer (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Direct reports/ team members <ul style="list-style-type: none"> • Business Manager • Finance Officer • Business Manager, Community Health • Senior Business Managers | Provide supervision, advice, support and leadership to staff who are under the direct supervision of this role |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Financial Operations team ELT members Clinical Operations site general managers and executive officers Directors of Medical Services (DMS) Directors of Nursing (DON) | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business planning, monitoring and management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry

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- Highly developed analytical skills and proven ability to monitor and manage performance and develop business cases and financial strategies to achieve improved health outcomes
 - Superior communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
 - Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
 - Demonstrated ability to lead a dynamic and multidisciplinary team and manage resources effectively
 - Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Business Manager (supporting the Chief Business Manager) [REDACTED]

Purpose

- To conduct finance and business management services and activities for the MPS network and the Clinical Operations directorate cost centres
- To work with the Chief Business Manager and Senior Business Managers to ensure the smooth operation and performance of the business management network
- To support Senior Business Managers when they have periods of high workload or as required.

Key accountabilities

- Support the Chief Business Manager to enable the smooth operation and performance of the business management network
- Actively plan, execute and manage financial strategies and performance plans to deliver desired results and outcomes for the MPS network and Clinical Operations directorate cost centres
- Partner with and provide appropriate and accurate information and analysis to relevant site/discipline managers so they can be accountable for financial performance such as the provision of:
 - Month end financial results
 - Journals at month end with full supporting documentation
 - Reconciled monthly reporting on Activity Based Funding (ABF) functions, enhancements, including outstanding and ongoing supplementations to/ from the Ministry of Health to assist in maximising LHD revenue
 - Standardised reporting on cost drivers and FTE on a fortnightly basis for trend analysis, corrective management and correlation with financial expenditure
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|----------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Adept |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|--|--------------|
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|--|--|
| Chief Business Manager (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members <ul style="list-style-type: none"> • Finance Officer • Business Manager, Community Health • Senior Business Managers | Provide advice and support to other business management team members as required |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Financial Operations team Director Clinical Operations Executive Officer, Director of Nursing MPS | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business planning, monitoring and management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Well-developed analytical skills and proven ability to monitor and manage performance and develop business cases and financial strategies to achieve improved health outcomes
- Well-developed communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Finance Officer (supporting the Chief Business Manager) [REDACTED]

Purpose

- To work with and support the Chief Business Manager and Business Manager to ensure the smooth operation and performance of the business management network
- To support Senior Business Managers and Business Managers when they have periods of high workload or as required.

Key accountabilities

- Support the Chief Business Manager to enable the smooth operation and performance of the business management network
- Partner with and provide appropriate and accurate information and analysis to relevant site/discipline managers so they can be accountable for financial performance such as the provision of:
 - Month end financial results
 - Journals at month end with full supporting documentation
 - Reconciled monthly reporting on Activity Based Funding (ABF) functions, enhancements, including outstanding and ongoing supplementations to/ from the Ministry of Health to assist in maximising LHD revenue
 - Standardised reporting on cost drivers and FTE on a fortnightly basis for trend analysis, corrective management and correlation with financial expenditure
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|--------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Foundational |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Foundational |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Intermediate |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Intermediate |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|--|--------------|
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Foundational |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Intermediate |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Intermediate |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|---|---|
| Chief Business Manager (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members <ul style="list-style-type: none"> • Business Manager (supporting the Chief Business Manager) • Business Manager, Community Health • Senior Business Managers | Provide support to other business management team members as required |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Financial Operations team | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business monitoring, analysis and reporting
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Developed analytical skills and ability to monitor performance and contribute to the development of business cases and financial strategies to achieve improved health outcomes
- Proven ability to communicate effectively at all levels and work as part of a team
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Finance Officer, Community Health [REDACTED]

Purpose

To provide business management services to support the smooth operation and performance of the Community and Allied Health portfolio.

Key accountabilities

- Support the Chief Business Manager (interim) to enable the smooth operation and performance of the Community and Allied Health portfolio
- Partner with and provide appropriate and accurate information and analysis to relevant site/discipline managers so they can be accountable for financial performance such as the provision of:
 - Month end financial results
 - Journals at month end with full supporting documentation
 - Reconciled monthly reporting on Activity Based Funding (ABF) functions, enhancements, including outstanding and ongoing supplementations to/ from the Ministry of Health to assist in maximising LHD revenue
 - Standardised reporting on cost drivers and FTE on a fortnightly basis for trend analysis, corrective management and correlation with financial expenditure
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|--------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Foundational |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Foundational |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Intermediate |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Intermediate |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|--|--------------|
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Foundational |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Intermediate |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Intermediate |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|--|--|
| <p>Chief Business Manager (Interim manager)</p> <p>Once the C&AH business model has been established, this role will report to the Senior Business Manager Community and Allied Health (Manager) who will report to the Chief Business Manager</p> | <p>Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges</p> |
| <p>Team members</p> <ul style="list-style-type: none"> • Business Manager (supporting the Chief Business Manager) • Finance Officer (supporting the Chief Business Manager) • Senior Business Manager Community and Allied Health | <p>Provide support to other business management team members as required</p> |
| <p>Key internal stakeholders</p> <p>Financial Planning, Analysis and Prioritisation team</p> <p>Funding and Business Improvement</p> <p>Financial Operations team</p> | <p>Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner</p> <p>Collect data, analyse and interpret and disseminate insightful information as required</p> |
| <p>Key external stakeholders/ service providers and other organisations</p> | <p>Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner</p> |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business monitoring, analysis and reporting
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Developed analytical skills and ability to monitor performance and contribute to the development of business cases and financial strategies to achieve improved health outcomes
- Proven ability to communicate effectively at all levels and work as part of a team
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Business Manager, Health Support Services

Purpose

To oversee financial and business management services and functions for the Medical Services, Nursing, Midwifery and Aboriginal Health as well as Integrated Care and Allied Health divisions.

Key accountabilities

- Partner with the Chief Business Manager to enable the smooth operation and performance of the business management network
- Actively plan, execute and manage financial strategies and performance plans to deliver desired results and outcomes for the Medical Services, Nursing, Midwifery and Aboriginal Health as well as Integrated Care and Allied Health divisions
- Enable the relevant discipline managers to be accountable for financial performance by providing:
 - Month end financial results
 - Journals at month end with full supporting documentation
 - Reconciled monthly reporting on Activity Based Funding (ABF) functions, enhancements, including outstanding and ongoing supplementations to/ from the Ministry of Health to assist in maximising LHD revenue
 - Standardised reporting on cost drivers and FTE on a fortnightly basis for trend analysis, corrective management and correlation with financial expenditure
- Partner with other relevant business managers and site/ discipline managers and provide appropriate and accurate information, analysis and insights to inform trend analysis, corrective management and correlation with financial expenditure
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|----------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Adept |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|--|--------------|
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|--|--|
| Chief Business Manager (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members <ul style="list-style-type: none"> Senior Business Managers | Provide advice and support to other business management team members as required |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Financial Operations team Director Medical Services Director Nursing, Midwifery and Aboriginal Health Director Integrated Care and Allied Health | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business planning, monitoring and management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Well-developed analytical skills and proven ability to monitor and manage performance and develop business cases and financial strategies to achieve improved health outcomes
- Well-developed communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Business Manager, Byron, Ballina and Murwillumbah [REDACTED] (limited duration for 2 years)

Purpose

To conduct finance and business management services and activities for Byron, Ballina and Murwillumbah hospitals

Key accountabilities

- Support the Senior Business Manager Tweed, Byron and Murwillumbah and Senior Business Manager Ballina and Lismore to enable the smooth operation and performance of the business management network
- Actively plan, execute and manage financial strategies and performance plans to deliver desired results and outcomes for Byron, Ballina and Murwillumbah
- Partner with and provide appropriate and accurate information and analysis to relevant site/discipline managers so they can be accountable for financial performance such as the provision of:
 - Month end financial results
 - Journals at month end with full supporting documentation
 - Reconciled monthly reporting on Activity Based Funding (ABF) functions, enhancements, including outstanding and ongoing supplementations to/ from the Ministry of Health to assist in maximising LHD revenue
 - Standardised reporting on cost drivers and FTE on a fortnightly basis for trend analysis, corrective management and correlation with financial expenditure
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|----------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Advanced |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Adept |

| Capability group | Capability name | Description | Level |
|-------------------------|-------------------------------------|--|--------------|
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Adept |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | N/A |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | N/A |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | N/A |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | N/A |

Key relationships

| Who | Why |
|--|--|
| Senior Business Manager Tweed, Byron and Murwillumbah (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members <ul style="list-style-type: none"> Finance Officer/s Senior Business Managers | Provide advice and support to other business management team members as required |
| Key internal stakeholders Financial Planning, Analysis and Prioritisation team Funding and Business Improvement Financial Operations team | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner Collect data, analyse and interpret and disseminate insightful information and strategies as required |
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Completion of tertiary qualifications in Business, Management, Accounting or equivalent and/ or equivalent experience
- Demonstrated experience in financial and business planning, monitoring and management to meet strategic and organisational outcomes
- Proven knowledge and experience of accounting concepts in the Department of Health or other relevant industry
- Well-developed analytical skills and proven ability to monitor and manage performance and develop business cases and financial strategies to achieve improved health outcomes
- Well-developed communication, negotiation, consultative and interpersonal skills in an environment of change and evolution, incorporating the ability to liaise, consult and partner with all levels and to deal with sensitive and confidential matters appropriately
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment.

Administration Manager, Byron and Ballina

Purpose

To provide administrative and operational support the EODONs at Byron and Ballina hospitals to ensure the smooth operation of these sites

Key accountabilities

- Support the EODONs at Byron and Ballina hospitals to enable the smooth operation and performance these sites
- Coordinate administrative services and manage administrative staff at Byron and Ballina hospitals
- Execute the role in accordance with the capabilities and associated behaviours specified in the NSW Public Sector Capability Framework (Please see the capabilities and level required for this role based on the NSW Public Sector Capability Framework below).

Capabilities for the role

Below is the full list of capabilities and the level required for this role based on the NSW Public Sector Capability Framework (see Public Service Commission website).

| Capability group | Capability name | Description | Level |
|---------------------|--------------------------------|---|--------------|
| Personal attributes | Display resilience and courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Foundational |
| | Act with integrity | Be ethical and professional, and uphold and promote the public sector values | Foundational |
| | Manage self | Show drive and motivation, an ability to self reflect and a commitment to learning | Intermediate |
| | Value diversity and inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experience and perspectives | Intermediate |
| Relationships | Communicate effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| | Commit to customer service | Provide customer focused services in line with public sector and organisational objectives | Adept |
| | Work collaboratively | Collaborate with others and value their contribution | Adept |
| | Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results | Deliver results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Foundational |

| Capability group | Capability name | Description | Level |
|-------------------|-------------------------------------|--|--------------|
| | Plan and prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| | Think and solve problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
| | Demonstrate accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business enablers | Finance | Understand and apply finance processes to achieve value for money and minimise financial risk | Intermediate |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| | Procurement and contract management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| | Project management | Understand and apply effective project planning, coordination and control methods | Intermediate |
| People management | Manage and develop people | Engage and motivate staff, and develop capability and potential in others | Foundational |
| | Inspire direction and purpose | Communicate goals, priorities and vision, and recognise achievements | Foundational |
| | Optimise business outcomes | Manage people and resources effectively to achieve public value | Foundational |
| | Manage reform and change | Support, promote and champion change, and assist others to engage with change | Foundational |

Key relationships

| Who | Why |
|-------------------------------------|---|
| EODON (Byron or Ballina?) (Manager) | Receive direction, broad supervision, development opportunities and feedback in relation to the duties of this role and communicate achievements and challenges |
| Team members and direct reports | Provide supervision, advice, support and guidance to staff who are under the direct supervision of this role |
| Key internal stakeholders | Work with, collaborate and provide support to achieve quality outcomes in a timely and transparent manner |

| Who | Why |
|--|---|
| Key external stakeholders/ service providers and other organisations | Liaise and collaborate with external parties as required and ensure information, advice and support is managed in a timely and transparent manner |

Selection criteria

- Proven ability to communicate effectively at all levels and work as part of a team
- Experience in managing people
- Demonstrated thorough knowledge in the use and management of health service systems, software applications and programs
- Valid unrestricted drivers licence for use in NSW/ Australia and willingness to travel in the course of employment

Attachment 2 – Staff impacts and affected positions

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| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
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| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

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| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
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