

SCHN Executive Structure Consultation Paper

7 September 2020

Table of Contents

1. Overview of SCHN Executive Structure	3
1.1 Responsibilities of the SCHN Executive	3
1.2 Current Organisational Structure	4
1.3 Case for Change	5
2. Proposed SCHN Executive Structure	7
2.1 Proposed Organisational Structure.....	7
2.2 Proposed Organisational Chart	10
3. Proposed Changes to Positions	11
3.1 Positions for Deletion.....	11
3.2 Positions with Changes to Reporting Lines	11
3.3 New Positions	11
4. The Recruitment and Matching Process	12
5. Consultation.....	13
6. Restructure Timeframe.....	14
7. Endorsement.....	14
8. Attachments	15

1. Overview of SCHN Executive Structure

1.1 Responsibilities of the SCHN Executive

The Sydney Children's Hospitals Network (SCHN) was formed in 2010 in accordance with the *Health Services Act 1997* which brought together:

- Sydney Children's Hospital, Randwick
- Children's Hospital at Westmead (The Royal Alexandra Hospital for Children)
- Newborn and Paediatric Emergency Transport Service (NETS)
- Pregnancy and Newborn Services Network (PSN)
- Bear Cottage (the only children's hospice in NSW)
- The Children's Court Clinic (CCC)

The creation of the SCHN arose from the Special Commission of Inquiry into Acute Care Services in NSW Public Hospitals in 2008¹. There have been subsequent reviews, including the June 2019 *Review of Governance for the Sydney Children's Hospitals Network - Final Report of the Expert Panel*² (Alexander Review) and December 2019 *Review of health services for children, young people and families within the NSW Health system*³ (Henry Review).

SCHN has approximately 5,000 full-time equivalent (FTE) staff members and an annual budget of \$845M. As provided in the SCHN Strategic Plan our ambition is to be 'international leaders in children's health', and our purpose is 'helping children and young people live their healthiest lives'. Our values are collaboration, openness, respect and empowerment. These factors have been considered in developing an Executive organisational structure to deliver our priorities and position SCHN for the future.

The Chief Executive is responsible for managing and controlling the organisation in accordance with relevant legislation, policies and procedures. The Chief Executive is the head of the SCHN Executive Structure, which is the peak of the organisational hierarchy, under which the hospitals, services and departments sit. The current SCHN organisational structure and functional alignment is provided on the following page.

The Chief Executive is responsible for ensuring that the Executive Structure is appropriately designed and resourced to meet governance and operational needs of the Network.

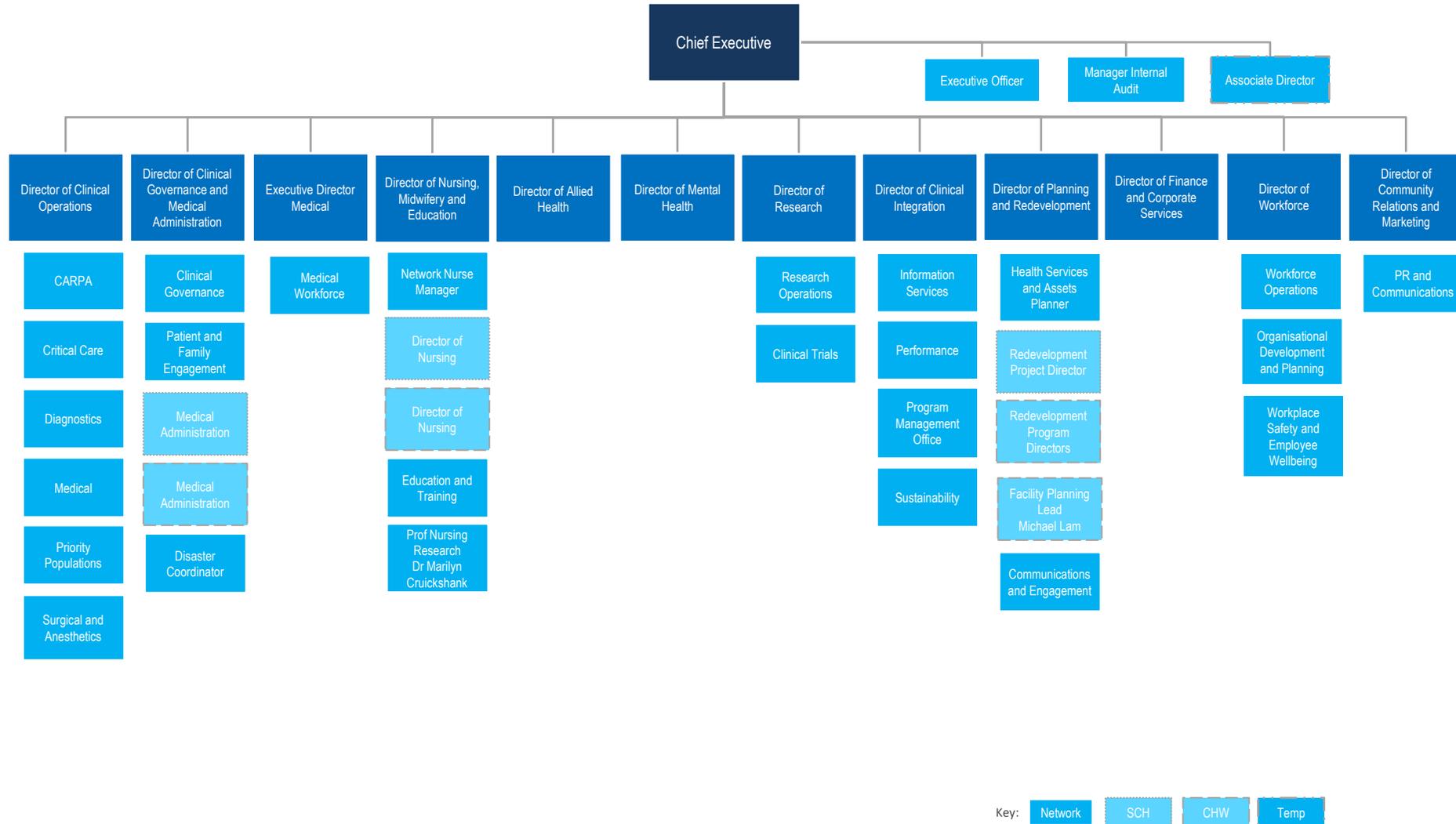
¹ <https://www.dpc.nsw.gov.au/publications/special-commissions-of-inquiry/special-commission-of-inquiry-into-acute-care-services-in-new-south-wales-public-hospitals/>

² <https://www.health.nsw.gov.au/kidsfamilies/paediatric/Pages/schn-governance-review.aspx>

³ <https://www.health.nsw.gov.au/kidsfamilies/paediatric/Pages/henry-review.aspx>

The information in this document is confidential and intended for the use of the addressee only. If you are not the intended recipient, any dissemination, copying or use of the information is strictly prohibited.

1.2 Current Organisational Structure



The information in this document is confidential and intended for the use of the addressee only. If you are not the intended recipient, any dissemination, copying or use of the information is strictly prohibited.

1.3 Case for Change

Key considerations influencing the future direction of the SCHN are the strategic priorities of New South Wales (NSW) Health and the NSW Government as a whole, as well as national and international trends in health and health care.

The Chief Executive with the support of the Board, has determined that a reorganisation of the SCHN Executive structure is needed in order to best position the organisation to deliver SCHN's strategic priorities. The structure of the organisation must be designed to support and enable the delivery of safe, high quality and efficient patient care, while maintaining appropriate governance of a large and dynamic organisation.

The proposed structure for the Executive Team has been developed with the following objectives:

- Delivers on SCHN's strategic priorities:
 - people and culture
 - safe, quality and patient centred care
 - financial sustainability
 - research, education and innovation and
 - successful major redevelopments
- Has clear responsibilities and accountabilities of executive roles and Directorates
- Achieves greater local site management and support with enhanced medical, nursing and allied health site leadership
- Better aligns functions

The Alexander Review provided the following recommendations for the Board:

Require the CEO to establish an organisation change program, budget, support structure and monitoring mechanism to manage and continuously report on the design and implementation of a new organisational structure as outlined above to ensure effective engagement of stakeholders in decision making and to ensure effective ongoing communication of issues and progress of the change program. The Board should consider whether there may be a role for independent consultant support on this project given the cultural and trust issues that have emerged in the organisation in recent times.

The new organisational structure should include;

- a. *The creation of an Executive Director role at both the CHW and the SCH, each to be supported by a hospital level nurse leader, hospital level medical leader, hospital level allied health leader and a business support manager. Hospital Executive Directors would be members of the Executive of the SCHN and participate on organisation wide planning and decision making whilst also managing the day to day operational decisions and requirements of the hospital for which they are responsible. The role is to ensure that decisions are based in effective engagement and awareness between the Executive and the staff of the hospital for which they are responsible*
- b. *A Network Director of Nursing role which is responsible for nursing standards, quality and workforce development of nursing across the SCHN and which has the authority to implement reform across the SCHN and to liaise effectively on these issues with other LHDs.*
- c. *Increased allocation of time for Executive Allied Health leadership to ensure workforce development and consistent standards of practice across the SCHN as well as effective input into the executive decision making*
- d. *Creation of a full time Director of Education to support workforce development within SCHN and liaise across the network of paediatric care providers in NSW*
- e. *Effective corporate support services to provide hospital based support to each of the hospital*
- f. *Sufficient site based capital development project personnel*

The information in this document is confidential and intended for the use of the addressee only. If you are not the intended recipient, any dissemination, copying or use of the information is strictly prohibited.

In addition to the Alexander and Henry Reviews and recommendations, information has been gathered to inform the proposed Executive Structure for SCHN. Organisational structures and position descriptions from other Local Health Districts across NSW, as well as health services across Australia, have been reviewed in determining the structure for SCHN that is being proposed in this document.

The revised structure aims to create better alignment between, and improved clarity of Executive level roles and resources. Successful implementation of this structure will require integrated ownership of clinical, operational and financial objectives and outcomes, and collaboration between all members of the Executive. Where possible the intent of the proposed restructure is to be cost neutral.

2. Proposed SCHN Executive Structure

2.1 Proposed Organisational Structure

The proposed SCHN Executive structure outline is provided in section 2.2. Central to the proposed structure are the directorates with corresponding new positions as provided in this section. Draft role descriptions have been prepared for the proposed new positions (refer Attachment 1). Changes outlined refer to roles reporting to the Chief Executive only, in some instances there is a change of reporting line for Tier 3 roles but there is no change to functional responsibilities.

Operations Directorate

SCHN requires a lead operational role, supported by strong site based leadership to manage the day-to-day operations and the existing Clinical Program Director roles. This is consistent with the recommendations from the Alexander and Henry Reviews. The lead role will be the Executive Director Clinical Operations and will report to the Chief Executive.

Clinical Operations roles are commonly seen across NSW Health, with multiple Local Health Districts utilising this model, supported with strong hospital site based leadership and Clinical Service Directors working closely with, and in some LHDs, reporting to this role.

A similar model is proposed to be implemented in the SCHN, with the creation of Director Clinical Operations (DCO) for the Sydney Children's Hospital, Randwick and the Children's Hospital Westmead. The DCO roles and existing Clinical Program Directors will report to the Executive Director Clinical Operations. The DCO's and Clinical Program Directors will have a close relationship with the Executive Director Clinical Operations, with a focus on day-to-day activities and performance against key performance indicators.

Role descriptions have been developed for the Executive Director Clinical Operations and DCOs (refer Attachment 1).

Research Directorate

There are no changes proposed for the Research Directorate.

Medical Services and Clinical Governance Directorate

The current Medical Executive Directorate forms the basis of this Directorate, with the addition of Clinical Governance as a critical portfolio.

A new role, Director Medical Services and Clinical Governance is proposed. This role will be responsible for the strategic and professional leadership of clinical governance and medical services across the Network. Bringing together the current Director Clinical Governance and Medical Administration and the Executive Director Medical roles will assist in enabling strong clinical engagement. This position will be the medical professional lead on the Executive Team.

This position will report to the Chief Executive. A role description has been developed (refer Attachment 1).

The current positions of Executive Director Medical and Director Clinical Governance and Medical Administration will be deleted upon the creation of this role.

Strategy and Innovation Directorate

A new Strategy and Innovation Directorate is proposed. While the directorate will take on components of the current Clinical Integration portfolio, this new directorate will also encompass strategy and planning functions. Analytics and project management resources will also be aligned under this portfolio to ensure strategic allocation of resources to key organisational priorities and initiatives.

It is proposed this directorate will be led by a new position, the Director Strategy and Innovation, who will be responsible for leading and managing high priority strategies and initiatives requiring a Network perspective to successfully deliver required outcomes.

This role will drive and enable the delivery of key strategic and operational initiatives by developing innovative solutions to improve the quality and efficiency of service delivery. The portfolio will oversee the development of organisational strategies and plans, while also monitoring the implementation of these plans.

This position will report to the Chief Executive. A role description has been developed (refer Attachment 1).

The current positions of Director Clinical Integration and Director Planning and Redevelopment (temporary role) will be deleted upon the creation of the Director Strategy and Innovation role. A temporary Director Redevelopment role will be created which will report directly to the Chief Executive.

Finance and Corporate Services Directorate

This Directorate is as per current arrangements with the addition of the Information Services function. The Director Finance and Corporate Services recruitment is being finalised and the role will be responsible for providing expert leadership and management across the portfolio. It is expected that this role will support the Network with a strong emphasis on corporate governance.

This position will report to the Chief Executive.

There will be a change in functional reporting for the Chief Information Officer from the Director Clinical Integration to the Director Finance and Corporate Services.

People and Culture Directorate

As per direction from the Ministry of Health dated July 2018, the position of Director of Workforce is required to be regraded from a Health Manager Level 6 to Health Service Senior Executive Band 1 and retitled to Director, People and Culture. A standardised role description has been issued by the Ministry of Health (refer Attachment 1).

This position is required by the Ministry of Health to report to the Chief Executive.

The current position of Director of Workforce will be deleted upon the creation of this role.

Nursing, Midwifery and Education Directorate

The Nursing, Midwifery and Education directorate will progress key functions as per the current structure including nursing and midwifery leadership, and oversight of education and training functions.

The Director Nursing, Midwifery and Education will report to the Chief Executive. The role description has been reviewed (refer Attachment 1).

Allied Health and Education Directorate

The current Allied Health portfolio will include a focus on education to form the Allied Health and Education Directorate. It is proposed this position will increase from 0.4 to 0.6 FTE.

The position will report to the Chief Executive.

Mental Health Directorate

There are no changes proposed for the Mental Health Directorate.

Other direct reports to the Chief Executive

Executive Officer

The Executive Officer role has been reviewed and there are changes proposed to the functional responsibilities with professional rather than line management responsibility for the Executive Support team. This will include coordination of leave arrangements and backfill although day-to-day reporting and performance management will be with the direct line manager. It is proposed the corporate records management function will be re-aligned to the Finance and Corporate Services Directorate.

Key functions for the Executive Officer include direct support to the Chief Executive, Board Secretary, oversight of Board Committee governance arrangements, correspondence, Ministerial and requests relating to the *Government Information Public Access Act*.

There is a change in reporting from the Director Workforce to the Chief Executive. The role description has been reviewed (refer Attachment 1).

Director Communication and Engagement

The current Community Relations and Marketing portfolio will become the Communication and Engagement Team. Functional responsibilities will not change and the Director role will continue to report directly to the Chief Executive due to the strong focus on engagement and culture within the organisation.

The role description has been reviewed (refer Attachment 1).

Manager Internal Audit

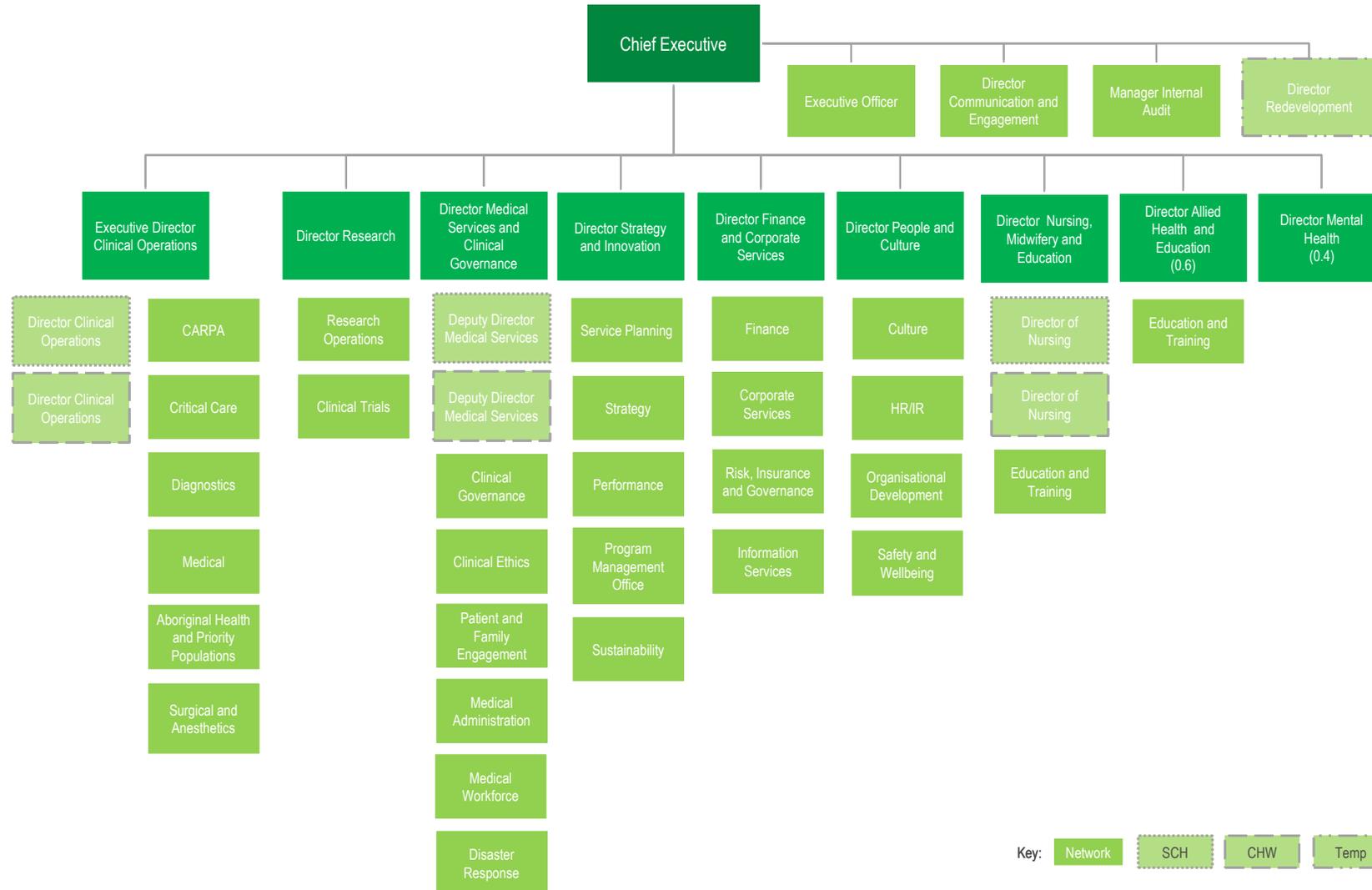
There are no changes proposed for the Internal Audit function.

Director Redevelopment

The current Director Planning and Redevelopment has been revised with the planning functions aligned under the Director Strategy and Innovation role and the Director Redevelopment established as a temporary role to focus on the large scale redevelopments at both Randwick and Westmead sites.

This position will report to the Chief Executive. A role description has been developed (refer Attachment 1).

2.2 Proposed Organisational Chart



The information in this document is confidential and intended for the use of the addressee only. If you are not the intended recipient, any dissemination, copying or use of the information is strictly prohibited.

3. Proposed Changes to Positions

3.1 Positions for Deletion

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Director Clinical Operations (SCHN) <i>Staff Specialist</i>	Deletion of position and transfer of portfolio responsibilities to new position, Executive Director Clinical Operations	Vacant (temporarily filled)	N/A
2	Director Clinical Governance and Medical Administration <i>Staff Specialist</i>	Deletion of position and transfer of portfolio responsibilities to new position, Director Medical Services and Clinical Governance	Vacant (temporarily filled)	N/A
3	Executive Director Medical <i>Staff Specialist</i>	Deletion of position and transfer of portfolio responsibilities to new position, Director Medical Services and Clinical Governance	Vacant (temporarily filled)	N/A
4	Director Clinical Integration <i>Health Service Senior Executive Band 1</i>	Deletion of position. Transfer of portfolio responsibilities between the new Director Strategy and Innovation, and Director Finance and Corporate Services.	Filled	Yes
5	Director of Workforce <i>Health Manager Level 6</i>	Regrade of position to HSSE Band 1 and change in position title as per direction from the Ministry of Health. Standardised role description issued by the Ministry of Health.	Filled	Yes

3.2 Positions with Changes to Reporting Lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Executive Officer <i>Health Manager Level 4</i>	Change in reporting line from the Director Workforce to the Chief Executive and realignment of functional responsibilities.	Vacant (temporarily filled)	N/A

3.3 New Positions

No.	Position Title	Summary of Change
1	Executive Director Clinical Operations	New position created to support clinical operations, supported by new site based leadership roles Director Clinical Operations (SCH and CHW).

No.	Position Title	Summary of Change
2	Director Clinical Operations (SCH) <i>Proposed as Health Manager Level 6</i>	New position created to support clinical operations and enhance site based leadership, reporting directly to the Executive Director Clinical Operations.
3	Director Clinical Operations (CHW) <i>Proposed as Health Manager Level 6</i>	New position created to support clinical operations and enhance site based leadership, reporting directly to the Executive Director Clinical Operations.
4	Director Medical Services and Clinical Governance <i>Proposed as Staff Specialist</i>	New position created with functional alignment and responsibility for the Director Clinical Governance and Medical Administration, and Executive Director Medical portfolios.
5	Director Strategy and Innovation <i>Proposed as Health Service Senior Executive Band 1</i>	New position created taking on portfolio responsibility from Director Clinical Integration (not including Information Services), with the addition of Strategy and Planning functions.
6	Director People and Culture <i>Required as Health Service Senior Executive Band 1</i>	Regrade of existing workforce position to HSSE Band 1 and change in position title as per direction from the Ministry of Health. Standardised position description issued by the Ministry of Health.
7	Director Redevelopment <i>Proposed as Health Manager Level 6</i>	New temporary position created with a focus on the large scale redevelopments at both Randwick and Westmead sites.

4. The Recruitment and Matching Process

From the current positions listed in Section 3.1 above, two current staff members are affected by the changes to positions. While final position gradings are to be finalised, as at 7 September 2020, the following position matching is expected to apply, in relation to affected staff members.

No.	Position Title	Matching expected	Position matched to
1	Director Clinical Operations (SCHN) <i>Staff Specialist</i>	No	N/A
2	Director Clinical Governance and Medical Administration <i>Staff Specialist</i>	No	N/A
3	Executive Director Medical <i>Staff Specialist</i>	No	N/A
4	Director Clinical Integration <i>Health Service Senior Executive Band 1</i>	No	N/A
5	Director of Workforce <i>Health Manager Level 6</i>	No	N/A

Recruitment

The following positions will progress to a merit-based recruitment and selection process, open internally (to staff) and externally:

- Executive Director Clinical Operations (proposed as Staff Specialist)
- Director Clinical Operations (SCH and CHW) (proposed as Health Manager Level 6)
- Director Medical Services and Clinical Governance (proposed as Staff Specialist)
- Director Strategy and Innovation (proposed as Health Service Senior Executive Band 1)
- Director People and Culture (required as Health Service Senior Executive Band 1)
- Director Nursing, Midwifery and Education (proposed as Health Service Senior Executive Band 1)
- Executive Officer (proposed as Health Manager Level 4)
- Director Communication and Engagement (proposed as Health Manager Level 5)
- Director Redevelopment (proposed as Health Manager Level 6)

Role descriptions will be evaluated and graded. Draft role descriptions are provided as part of this consultation paper (refer Attachment 1).

NSW Health PD2012_021 Managing Excess Staff of the NSW Health Service will be followed as required for any staff members who do not obtain positions within the new structure.

5. Consultation

This consultation period is open to the current Executive Team members for two weeks from 7 September 2020. The Chief Executive will have discussions with all members of the Executive Team during the consultation period and consider feedback. Written feedback will be collected by the Office of the Chief Executive, please send responses directly to Julia Millen julia.millen@health.nsw.gov.au by close of business Friday, 18 September 2020.

The Health Services Union (HSU), the New South Wales Nurses and Midwives' Association (NSWNMA) and the Australian Salaried Medical Officers Federation (ASMOF) will be notified of the proposal and provided with the Consultation Paper, as well as an opportunity to comment on the proposal.

The changes proposed relate to Tier 2 positions and those reporting directly to the Chief Executive, there are no functional changes proposed for Tier 3 positions only a change of reporting lines in some portfolio areas.

6. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative)
Consultation period with staff and unions commences	Consultation Paper and draft role descriptions	Monday, 7 September 2020
Consultation period closes	-	Friday, 18 September 2020
Feedback reviewed and considered	Consultation feedback	Monday 21 – Thursday 24 September 2020
Final consultation document incorporating any changes identified during consultation circulated	Consultation Paper (Final)	Friday, 25 September 2020
Request approval for creation of new Executive roles	Brief provided to the Deputy Secretary People, Culture and Governance for consideration	Monday 28 September – 7 October 2020
Written advice issued to affected staff	Letter to advise of 'affected status'	9 October 2020
Recruitment and selection	Merit-based recruitment and selection process	During October/November 2020
Staff not matched or appointed to positions are declared excess	Letter to advise of "excess status" and the option to choose a voluntary redundancy or seek redeployment	End of November 2020
Voluntary redundancies (VRs) accepted/declined	Acceptance/declination forms submitted to Workforce Services	2 weeks from date of excess
Staff who accept VRs to exit SCHN	Separation and VR processed	2 weeks from date of acceptance
Staff who decline VRs to be provided with case management and career assistance	Letter to advise of allocation of HR Advisory Services Consultant for case management	Date of declination
Written advice to staff unable to be placed in positions after three months of case management to receive forced redundancy	Letter to advise of forced redundancy	3 months from date of declination

7. Endorsement

Executive Sponsor

Name	Cathryn Cox
Position Title	Chief Executive
Date	7 September 2020

The information in this document is confidential and intended for the use of the addressee only. If you are not the intended recipient, any dissemination, copying or use of the information is strictly prohibited.

8. Attachments

Position Description Documents DRAFT	
A	Executive Director Clinical Operations
B	Director Clinical Operations (SCH)
C	Director Clinical Operations (CHW)
D	Director Medical Services and Clinical Governance
E	Director Strategy and Innovation
F	Director People and Culture
G	Director Nursing, Midwifery and Education
H	Executive Officer
I	Director Communication and Engagement
J	Director Redevelopment

Role Description

Executive Director Clinical Operations

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	Clinical Operations
Location	Randwick and Westmead
Classification/Grade/Band	XX
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	XX
Role Number	XX
ANZSCO Code	XX
PCAT Code	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Executive Director Clinical Operations leads, directs and manages the clinical operations of the Sydney Children's Hospitals Network (SCHN) across a broad spectrum of health service delivery settings and corporate functions, to ensure the delivery of high quality, safe health services for children, young people and their families in line with NSW Health strategic directions, the SCHN Strategic Plan and the SCHN Service Agreement with NSW Health.

Key accountabilities

- Manage the SCHN's clinical operations, ensuring a focus on clinical quality and safety in the delivery of sustainable services to the community.
- Role model and lead a culture of excellence based on the NSW Health and SCHN values to ensure the organisation delivers child and family centred care in an adaptive, responsive and outcome oriented manner.
- Support the Chief Executive in the implementation of organisation-wide innovation programs with a focus on service excellence and continuous improvement.
- Ensure organisational strategies, including effective workforce planning and development, are implemented to maintain and enhance clinical workforce capacity and capability to meet SCHN's current and future needs.
- Proactively identify and pursue opportunities to engage Network stakeholders and partners, resolve issues and facilitate improved service delivery outcomes; and act upon service delivery issues identified at an organisational and systemic level.
- Develop and implement functional and operational business plans for the delivery of clinical operations in alignment with the SCHN Strategic Plan, ensuring a focus quality, safety and sustainability of services.

- Provide strategic and operational advice to the Chief Executive related to the functional areas of accountability.
- Comply with and implement the NSW Health Risk Management Enterprise-Wide Policy and Framework and ensure the effective identification, management, monitoring and reporting of risks within the Network.

Key challenges

- Leading and managing the clinical operations across two tertiary paediatric hospitals to ensure children, young people and families experience a seamless transition in service delivery involving new funding and service delivery models.
- Ensuring community and consumer involvement in decision making in health service planning and enhance clinician involvement in planning and service delivery, particularly for the two redevelopments at Randwick and Westmead.
- Aspiring for excellence, maintaining a focus on the child and family as the centre of care delivery in developing strategies and innovative approaches to care.

Key relationships

Who	Why
Internal	
Chief Executive	Provide the Chief Executive with information, reports and recommendations regarding the clinical safety, quality and governance systems of the SCHN
Executive Team	Provide advice to other executive staff to ensure a consistency of approach to clinical excellence and work with them as a team to ensure the best service possible is delivered to children, young people and families
Directors Clinical Operations and Clinical Program Directors	Ensure effective coordination and support for clinical staff and ensure barriers to implementation of sound clinical governance principles at the workplace are overcome
Heads of Departments	Liaise in a managerial and advisory capacity to lead and ensure the effective and efficient functioning of the portfolios of responsibility
Clinicians	In conjunction with local management and clinicians plan the efficient allocation of services within the SCHN, develop innovative solutions to address the needs of local communities and translate best practice into local delivery of service
SCHN Board	At the discretion of the Chief Executive, report to the Board on operating performance and strategic initiatives in relation to the Clinical Operations portfolio and contribute to the organisational planning process as required
External	
Ministry of Health	Liaise with senior executive on the state wide coordination of service delivery, funding models, innovative models of care, quality and safety initiatives and health activities generally
Agency for Clinical Innovation, Clinical Excellence Commission and Health Education and Training Institute,	Work co-operatively with these agencies to ensure mutual support for assessments, innovation and activities

Who	Why
Bureau of Health Information, Health Infrastructure, Cancer Institute	
Local community organisations and stakeholders	Ensure regular, effective consultation and input into SCHN planning, decision-making and dissemination of information about the SCHN to the public
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within NSW Health as the delegate of the Employer of NSW Health Service staff working in the SCHN
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	As required to meet statutory accountability requirements and ensure sound governance of the Network

Role dimensions

Decision making

- The Executive Director Clinical Operations has day to day autonomy in directing and managing the operations of the SCHN, deploying its resources within the overall operational budget allocation and managing policy direction for all clinical operational matters within the SCHN.
- Decisions related to resource deployment outside of the operational budget allocation are referred to the Chief Executive of the SCHN.
- In consultation with Executive Team members and Chief Executive determine organisation wide strategic direction and prioritisation of implementation of strategic and operational plans and projects. As a senior leader in the SCHN, the Executive Director provides significant input to the development and oversight of strategic and operational plans, policy development, business and clinical service strategies and relationship management.

Reporting line

Reports to the Chief Executive.

Direct reports

Approximately 18.

Budget/Expenditure

Approximately \$595M.

Essential requirements

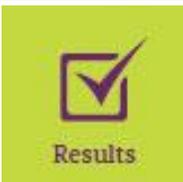
- Registration as a medical professional with demonstrated extensive clinical leadership experience, and proven experience at an executive management level in a complex public health organisation engaged in service delivery.
- Demonstrated application of knowledge and expertise in health service delivery, across a diverse range of care sectors, in advocacy for positive change in a broad range of community and government forums.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Highly Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> • Promote and model the value of self-improvement and be proactive in seeking opportunities for growth • Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> • Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts Access key subject-matter experts' knowledge to inform project plans and directions Implement effective stakeholder engagement and communications strategy for all stages of projects Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans, and minimise impacts Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Provide timely, constructive and objective feedback to staff Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> Develop workforce plans that effectively distribute organisational resources to achieve business goals Plan for strategic use of human resources that links to wider organisational aims and goals Encourage others to strive for ongoing performance improvement Align systems and processes to encourage improved performance and outcomes

Role Description

Director Clinical Operations

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	Sydney Children's Hospital Randwick
Location	Randwick
Classification/Grade/Band	XX
Senior Executive Work Level Standards	Work Contribution Stream : Professional/Technical/Specialist
Kind of Employment	Ongoing
Role Number	XX
ANZSCO Code	XX
PCAT Code	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Clinical Operations is a senior operational manager within the Sydney Children's Hospitals Network (SCHN). The role is responsible for the effective management of the hospital to ensure the achievement of NSW Health and SCHN objectives.

The Director Clinical Operations is a member of the SCHN Clinical Operations Directorate and contributes to the SCHN strategic and operational planning, policy and relationship management.

Key accountabilities

- Lead and manage the hospital to ensure the effective and efficient provision of coordinated and high quality health services that meet the community health care needs, consistent with relevant health service planning.
- Provide governance and strategic direction for the development, implementation and evaluation of patient safety and quality improvement programs that promote the best possible experience and health outcomes for children, young people and families. Ensuring that National Safety and Quality Health Service Standards are met.
- Ensure the hospital functions within the operating and capital expenditure budget and business plan, ensuring costs of operation are monitored and prioritised, and activities are completed consistent with all ethical, statutory and other requirements including Act, Regulations, NSW Health and Network Policy.
- Promote a strong culture of excellence, quality improvement and innovation, focusing on whole of system improvements in patient safety and clinical pathways of care, in collaboration with staff, children and young people, family and carers, and establish effective community consultation programs to involve children, young people, families and local residents in initiatives to improve clinical services.

- Participate as a member of the Clinical Operations Directorate to provide input to the development of and implement the Network Strategic Plan in consultation with relevant stakeholders ensuring that strategies are in place for the achievement of agreed objectives consistent with the organisation’s strategic direction.
- Actively participate and encourage collaboration and a network approach for activities and ensure the interface with Clinical Program Directorates is maintained.
- Foster strategic relationships with key partners and stakeholders including, academic partners, medical research institutes, the local PHN and other relevant partners to progress delivery of care for children and young people.
- Provide leadership, management and supervision of operations design and performance accountability to meet service level agreement targets in consultation with the Director Clinical Operations and the Executive Team

Key challenges

- Ensuring community and consumer involvement in decision making in health service planning and enhance clinician involvement in planning and service delivery, particularly as it relates to the hospital redevelopment.
- Aspiring for excellence, maintaining a focus on the child and family as the centre of care delivery in developing strategies and innovative approaches to care.
- Promoting sustainability and maintaining performance levels across a diverse range of clinical services within a fiscally constrained environment.

Key relationships

Who	Why
Internal	
Executive Director Clinical Operations	Line manager – primary point of accountability, coaching and guidance
Chief Executive, Clinical Program Directors, Director Clinical Operations, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters
Executive Team	Work collaboratively on Network plans and approaches for operational service delivery Report on hospital performance levels and provide information regarding any key developments or issues
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups, Health Care Complaints Commission, Ombudsman and Other Government Accountability Agencies	Build and maintain effective and consultative working relationships and partnerships Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities

Who	Why
-----	-----

Who	Why
External	
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about the hospital to the public
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	As required to meet statutory accountability requirements and ensure sound governance of the hospital

Role dimensions

Decision making

- The
- Director Clinical Operations works as a member of the Clinical Operation Directorate and will have responsibility for directing and managing the operations of the hospital. Decisions related to resource deployment outside of the operational budget allocation are referred to the Director Clinical Operations and as required the Chief Executive.
- In consultation with the Executive Team, Executive Director Clinical Operations and Chief Executive the Director Clinical Operations will provide input into organisation-wide strategic and operational plans and projects.
- For clinical services, approve recurrent expenditure within allocated budgets and approve the creation of positions within Award structures and allocated budgets under the SCHN Delegations Manual and as determined by the Executive Director Clinical Operations, Chief Executive and SCHN Board from time to time.

Reporting line

Reports to the Executive Director Clinical Operations

Direct reports

To be determined.

Total Clinical Operations FTE: 1390 (SCH).

Budget/Expenditure

Approximately \$165M (SCH).

Essential requirements

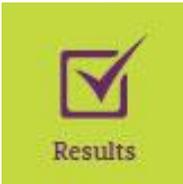
- A relevant tertiary qualification and demonstrated experience in a senior leadership role in a complex organisation engaged in service delivery.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Highly Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> • Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers

Role Description

Deputy Director Clinical Operations

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	The Children's Hospital Westmead
Location	Westmead
Classification/Grade/Band	XX
Senior Executive Work Level Standards	Work Contribution Stream : Professional/Technical/Specialist
Kind of Employment	Ongoing
Role Number	XX
ANZSCO Code	XX
PCAT Code	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Clinical Operations is a senior operational manager within the Sydney Children's Hospitals Network (SCHN). The role is responsible for the effective management of the hospital to ensure the achievement of NSW Health and SCHN objectives.

The Director Clinical Operations is a member of the SCHN Clinical Operations Directorate and contributes to the SCHN strategic and operational planning, policy and relationship management.

Key accountabilities

- Lead and manage the hospital to ensure the effective and efficient provision of coordinated and high quality health services that meet the community health care needs, consistent with relevant health service planning.
- Provide governance and strategic direction for the development, implementation and evaluation of patient safety and quality improvement programs that promote the best possible experience and health outcomes for children, young people and families. Ensuring that National Safety and Quality Health Service Standards are met.
- Ensure the hospital functions within the operating and capital expenditure budget and business plan, ensuring costs of operation are monitored and prioritised, and activities are completed consistent with all ethical, statutory and other requirements including Act, Regulations, NSW Health and Network Policy.
- Promote a strong culture of excellence, quality improvement and innovation, focusing on whole of system improvements in patient safety and clinical pathways of care, in collaboration with staff, children and young people, family and carers, and establish effective community consultation programs to involve children, young people, families and local residents in initiatives to improve clinical services.

- Participate as a member of the Clinical Operations Directorate to provide input to the development of and implement the Network Strategic Plan in consultation with relevant stakeholders ensuring that strategies are in place for the achievement of agreed objectives consistent with the organisation's strategic direction.
- Actively participate and encourage collaboration and a network approach for activities and ensure the interface with Clinical Program Directorates is maintained.
- Foster strategic relationships with key partners and stakeholders including, academic partners, medical research institutes, the local PHN and other relevant partners to progress delivery of care for children and young people.
- Provide leadership, management and supervision of operations design and performance accountability to meet service level agreement targets in consultation with the Executive Director Clinical Operations and the Executive Team

Key challenges

- Ensuring community and consumer involvement in decision making in health service planning and enhance clinician involvement in planning and service delivery, particularly as it relates to the hospital redevelopment.
- Aspiring for excellence, maintaining a focus on the child and family as the centre of care delivery in developing strategies and innovative approaches to care.
- Promoting sustainability and maintaining performance levels across a diverse range of clinical services within a fiscally constrained environment.

Key relationships

Who	Why
Internal	
Executive Director Clinical Operations	Line manager – primary point of accountability, coaching and guidance
Chief Executive, Clinical Program Directors, Director Clinical Operations, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters
Executive Team	Work collaboratively on Network plans and approaches for operational service delivery Report on hospital performance levels and provide information regarding any key developments or issues
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups, Health Care Complaints Commission, Ombudsman and Other Government Accountability Agencies	Build and maintain effective and consultative working relationships and partnerships Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities

Who	Why
External	
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about the hospital to the public
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	As required to meet statutory accountability requirements and ensure sound governance of the hospital

Role dimensions

Decision making

- The Director Clinical Operations works as a member of the Clinical Operation Directorate and will have responsibility for directing and managing the operations of the hospital. Decisions related to resource deployment outside of the operational budget allocation are referred to the Executive Director Clinical Operations and as required the Chief Executive.
- In consultation with the Executive Team, Executive Director Clinical Operations and Chief Executive the Director Clinical Operations will provide input into organisation-wide strategic and operational plans and projects.
- For clinical services, approve recurrent expenditure within allocated budgets and approve the creation of positions within Award structures and allocated budgets under the SCHN Delegations Manual and as determined by the Executive Director Clinical Operations, Chief Executive and SCHN Board from time to time.

Reporting line

Reports to the Executive Director Clinical Operations

Direct reports

To be determined.

Total Clinical Operations FTE: 2735 (CHW).

Budget/Expenditure

Approximately \$430M (CHW).

Essential requirements

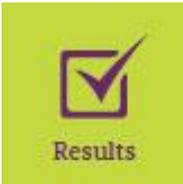
- A relevant tertiary qualification and demonstrated experience in a senior leadership role in a complex organisation engaged in service delivery.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Highly Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> • Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers

Role Description

Director Medical Services and Clinical Governance

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	Medical Services and Clinical Governance
Location	Randwick and Westmead
Classification/Grade/Band	Staff Specialist
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Specialist
Kind of Employment	xxx
Role Number	xxx
ANZSCO Code	xxx
PCAT Code	xxx
Date of Approval	xxx
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Medical Services and Clinical Governance has primary responsibility for strategic and professional leadership of the clinical governance and medical services portfolio across the Sydney Children's Hospitals Network (SCHN). The position will work with clinical staff, executives and managers to strengthen clinician involvement in decision-making, strategic service delivery and clinical practice improvement.

The Director Medical Services and Clinical Governance plays a key leadership role in the integration of patient care, clinical governance and innovation across the organisation to ensure safe and quality health services.

As a member of the SCHN Executive Team, the Director Medical Services and Clinical Governance will work collaboratively with other members of the Executive to lead, monitor, evaluate and improve child and family centred care and service delivery, to achieve the strategic and operational objectives of the SCHN.

Key accountabilities

- Lead the governance of medical services across the organisation, including structure, credentialing and scope of practice, and development of policies and procedures.
- Provide professional leadership and support to Deputy Directors of Medical Services. Encourage engagement of medical directors and medical staff, providing peer leadership and encouraging collaboration and professional development across the organisation.
- Provide high level expert advice on all medical workforce matters, including workforce professional development and professional competency, medical workforce planning and strategy.
- Lead the design and implementation of medical services governance and structures across the organisation, including clinician engagement and linkages between clinical councils, medical staff councils and other appropriate bodies.

- Provide direction and expertise on the organisation’s clinical governance function, including quality and safety, accreditation, incident management and patient safety programs.
- Foster a culture of continuing improvement to provide safe and optimal care for children and young people.
- Lead, direct and oversee the initiatives, activities and performance of the SCHN disaster management function.
- Ensure financial responsibility and accountability within the Clinical Governance and Medical Services portfolio; and develop and implement financial strategies that will ensure financial targets and key performance indicators are met.
- Provide strategic and operational advice to the Chief Executive related to the functional areas of accountability including clinical and professional standards, evidence-based practice, medical services, and models of care.

Key challenges

- Achieving service objectives in accordance with business and service plans, and the Service Agreement with the Ministry of Health.
- Fostering the academic and clinical profile of the organisation, and aligning this with service and facility development.
- Engaging and enhancing clinician leadership and involvement in SCHN decision-making and development of medical workforce culture.

Key relationships

Who	Why
Internal	
Chief Executive	Provide accurate and timely information, reports and recommendations related to functional areas of accountability.
Executive Team	Liaise with all members of the Executive Team regarding quality and safety, that supports child and family centred care to ensure the effective and timely implementation of plans and strategies.
Clinical Leaders	Work in partnership with lead clinician groups including clinical councils and medical staff councils to enable greater devolved clinical decision making, and to strengthen the communication between management and clinicians.
Board	At the discretion of the Chief Executive, report to the Board on operating performance and strategic initiatives in relation to the Medical Services and Clinical Governance portfolio, contribute to the organisational planning process as required.
External	
Ministry of Health	Liaise on a regular basis with Senior Executive and Directors to ensure the alignment of SCHN functions within government objectives.
NSW Health Pillars and Health Support Services	Work co-operatively with these agencies to ensure mutual support for assessments, innovation and activities.
Industrial and Professional Associations	Works co-operatively with these agencies to foster mutual support for respective responsibilities in the continuing delivery of effective services.

Role dimensions

Decision making

The Director has day-to-day autonomy in directing and managing the Directorate, deploying its resources within the overall operational budget allocation and managing policy direction for relevant matters within the Directorate.

Decisions outside the delegation for the position are referred to the Chief Executive.

Reporting line

Reports to the Chief Executive.

Direct reports

Approximately 6 with 250 FTE in the Directorate.

Budget/Expenditure

Approximately \$11.5M.

Essential requirements

- Registration as a medical professional with demonstrated extensive clinical leadership experience, and proven experience at an executive management level in a complex public health organisation engaged in service delivery.
- Demonstrated experience in budgetary, financial and workforce management including strategic/business planning, integration and evaluation skills to ensure available resources are used effectively within a health service.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Highly Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> Champion and model the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> Act promptly and visibly to prevent and respond to unethical behaviour Promote and model the value of self-improvement and be proactive in seeking opportunities for growth Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours Manage challenging, ambiguous and complex issues calmly and logically Model initiative and decisiveness
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross jurisdictional solutions Identify and overcome barriers to collaboration with internal and external stakeholders
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> • Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes

Role Description

Director Strategy and Innovation



Cluster	NSW Health
Public Health Organisation	Sydney Children's Hospitals Network
Division/Branch/Unit	Strategy and Innovation
Location	Randwick and Westmead
Classification/Grade/Band	xxx
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Specialist
Kind of Employment	xxx
Role Number	xxx
ANZSCO Code	xxx
PCAT Code	xxx
Date of Approval	xxx
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Strategy and Innovation and Improvement is responsible for leading, managing and directing high priority strategies and major project initiatives requiring a whole of Sydney Children's Hospitals Network (SCHN) perspective to successfully deliver required outcomes.

This role drives and enables the delivery of key strategic and operational initiatives by developing innovative solutions to improve the quality and efficiency of service delivery. The role oversees the improvement programs, ensuring alignment with organisational priorities to deliver high value projects. The role partners with other members of the Executive to support development of operational business plans for directorates to embed delivery of broader strategies.

Key accountabilities

- Contribute to determining strategic and operational priorities and setting service delivery goals, standards and performance measures to ensure expectations are clear and that service delivery strategies are aligned with the SCHN objectives.
-
- Develop and implement investment and prioritisation frameworks to ensure the Network's strategic objectives are achieved and to inform and guide service and clinical planning.
- Develop, implement, and monitor the strategic plan for the SCHN, as well as support service, clinical and operational business planning processes, in alignment with overall NSW Health strategic plans.
- Foster the conditions which create capacity and capability for learning, improvement and innovation across SCHN with key organisational partners by influencing internal and external stakeholders to contribute to and support the process and process outcomes.

- Provide strategic advice and high quality tools to enable a shared understanding of best practice planning and to ensure that planning outcomes are highly effective and well aligned with the direction and objectives of the organisation.
- Collaborate and network with industry groups and sectors to leverage on continuous improvement ideas, approaches and opportunities to achieve successful improvement outcomes, and facilitate consultation and collaboration with key stakeholders to enhance service quality, accessibility and responsiveness.
- Lead and oversee the development and use of analytics to inform annual service agreement negotiations, support research, and drive innovation and improvement activities across the organisation.
- Provide leadership in the provision of real time clinical and business information management data systems so that robust data is available to assist with operational and strategic decision making.
- Ensure financial responsibility and accountability within the Strategy and Innovation portfolio; and develop and implement financial strategies that will ensure financial targets and key performance indicators are met.
- Role model and lead a culture of excellence based on the SCHN values to ensure the organisation delivers child and family focused services in an adaptive, responsive and performance oriented manner.

Key challenges

- Developing the next SCHN Strategic Plan, to set the Network up for the future while establishing clear and aligned priorities at all levels, and developing effective accountability for performance to enable achievement of priority outcomes and flexibility to adapt to changing circumstances.
- Providing strategic integration of a large, broad ranging portfolio of functions to support clinical operations.
- Facilitating the engagement and input of a wide range of stakeholders within the organisation and across government with diverse interests and competing priorities.

Key relationships

Who	Why
Internal	
Chief Executive	Provide accurate and timely information, reports and recommendations related to portfolio areas.
Executive Team	Liaise with all members of the Executive Team regarding strategies and plans that support child and family centred service delivery to ensure the effective and timely implementation of plans and strategies.
Direct Reports	Liaise in a managerial and advisory capacity to ensure the effective and efficient functioning of the portfolios of responsibility. Set performance expectations and manage team performance and development.

Who	Why
Clinical Leaders	Work in partnership with lead clinician groups including clinical councils and medical staff councils to enable greater devolved clinical decision making, and to strengthen the communication between management and clinicians.
Board	Provide expert advice, counsel and recommendations to influence organisational strategy, decisions and initiatives. Report on progress against strategies.
External	
NSW Ministry of Health	Liaise on a regular basis with Senior Executive and Directors to ensure the alignment of SCHN functions within government objectives.
NSW Local Health Districts	Develop partnerships and service agreements with the Executive and Directors to ensure the alignment of the SCHN functions with government objectives
NSW Health Pillars and Health Support Services	Work co-operatively with these agencies to ensure mutual support for assessments, innovation and activities.
Commonwealth, State and Local Government Departments and Agencies including Primary Health Networks	Interact and work collaboratively on an as needs basis in relation to State and local health goals and strategies.
Health Care Complaints Commission, Ombudsmen, and other Government Accountability Agencies	As required to meet statutory accountability requirements and ensure sound governance of the organisation.
Industrial and Professional Associations	Works co-operatively with these agencies to foster mutual support for respective responsibilities in the continuing delivery of effective services.
Local community organisations and stakeholders	Facilitate relationships with key client/community stakeholders to ensure that programs and services meet current and evolving needs and expected service delivery standards.
NSW Ministry of Health	Liaise on a regular basis with Senior Executive and Directors to ensure the alignment of SCHN functions within government objectives.

Role dimensions

Decision making

The position has overall responsibility and delegated authority for direction and management of the Strategy and Innovation directorate, deploying allocated resources within the overall operational budget allocation to meet the strategic and operational objectives of the organisation.

Decisions outside the delegation for the position are referred to the Chief Executive.

Reporting line

Reports to the Chief Executive.

Direct reports

To be determined.

Budget/Expenditure

Approximately \$12M.

Essential requirements

- Relevant tertiary qualifications and/or demonstrated equivalent professional experience within an Executive environment.
- Demonstrated experience in budgetary, financial and workforce management including strategic/business planning, integration and evaluation skills to ensure available resources are used effectively within a health service.

Capabilities for the role

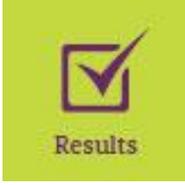
The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

DRAFT

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
 Results	Influence and Negotiate	Advanced
	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
 Business Enablers	Demonstrate Accountability	Advanced
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
 People Management	Project Management	Advanced
	Manage and Develop People	Adept
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial "win-win" outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Progress organisational priorities and ensure that resources are acquired and used effectively Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives, and respond appropriately Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to transition the organisation through change initiatives, and evaluate progress and outcomes to inform future planning
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long-lasting, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare and review project scope and business cases for projects with multiple interdependencies Access key subject-matter experts' knowledge to inform project plans and directions Design and implement effective stakeholder engagement and communications strategies for all project stages Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans and minimise impact Manage transitions between project stages and ensure that changes are consistent with organisational goals Participate in governance processes such as project steering groups
People Management Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in future direction

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance, and engage in activities to maintain morale • Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes

DRAFT

Role Description

Director People and Culture

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	People and Culture
Location	Randwick and Westmead
Classification/Grade/Band	HSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	XX
Role Number	XX
ANZSCO Code	132311
PCAT Code	2334911
Date of Approval	April 2018
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director People and Culture leads the development and implementation of strategic HR objectives, provides authoritative counsel and advice to the Sydney Children's Hospitals Network (SCHN) Executive and senior stakeholders on all workforce matters, and directs workforce services functions to ensure HR service delivery enables and facilitates the achievement of the SCHN business and service requirements

Key accountabilities

- Lead and manage the workforce services function and teams, including authoritative counsel and advice in the development and implementation of strategies and policies in strategic human resources management; workforce planning and analytics; talent management/recruitment; WHS and injury management; industrial relations; and learning and development in line with SCHN objectives and regulatory requirements.
- Provide leadership and ongoing direction to Executives and senior managers in the SCHN to plan and implement human resources programs, strategies, reforms, and workforce performance and planning that support quality improvement, operational change, and maximum performance in meeting SCHN objectives and requirements.
- Provide strategic and operational HR management advice to the Chief Executive, the Executive team, and other senior managers to ensure policies, strategies, and practices are applied effectively and consistently including overseeing Health Service senior executive employment arrangements in consultation with the Ministry's Health Executive Services team.
- Proactively contribute to strategic planning and decision making processes of the SCHN, to ensure that policies, strategies, and plans are informed by high quality HR advice, opportunities to achieve organisational and service outcomes are maximised, and that risks are appropriately managed.

- Oversee the development and implementation of frameworks, initiatives and processes across the SCHN which underpin the effective prevention and management of incidents or injuries in the workplace and rehabilitation of injured workers consistent with legislative, Government, and NSW Health requirements.
- Lead and effectively contribute to the contract negotiations and monitoring for the provision of human resources information and support services delivered by HealthShare and other vendors of workforce systems to ensure the SCHN receives value for money and effective services and support from providers.
- Proactively manage and mitigate risk, and lead and monitor the efficiency and effectiveness of the workforce function's service delivery and day to day operations, to ensure policy, legal, legislative and regulatory compliance is met to the appropriate standards.
- Build and maintain constructive relationships with key stakeholders and representative associations to share information, maintain knowledge of emerging workplace issues and trends, and to influence the resolution of issues.

Key challenges

- Achieving a balance between the short-term day to day operational HR demands with the need for more strategic people initiatives.
- Working across multiple stakeholders and ensuring the effective and efficient management of workforce issues associated with performance and reforms.
- Identifying emerging challenges that may impact on core business delivery and future business requirements and developing and implementing HR strategies to minimise business risk and take advantage of opportunities.

Key relationships

Who	Why
Internal	
Chief Executive	Act as subject matter expert on HR matters, providing advice, counsel and recommendations to influence organisational decisions and initiatives
Executive Team	Build relationships and provide expert HR advice to influence decisions, create buy-in, share accountability and resolve conflicts
External	
Other Director's People and Culture and Ministry of Health	Maintain effective relationships with specialist HR staff participating in the formulation of HR plans and strategies, and sharing of benchmarking and workforce information
Ministry of Health, HES Unit	Consult on Health Service Senior Executive employment matters to ensure compliance with legislation and NSW policy
External Providers/Vendors	Negotiate and approve contracts and service level agreements and ensure services provided are high quality, targeted and meet the organisation's needs (e.g. from consultants, lawyers)
Industry Stakeholders	Establish and maintain effective, collaborative working relationships in the pursuit of organisational objectives (e.g. with unions, industry bodies)

Role dimensions

Decision making

The Director:

- has considerable independence in determining how to achieve their objectives, including deciding on methods and approaches, business and project planning and allocation of resources
- is accountable for team operations and planning to achieve overall agreed work program commitments
- has autonomy and independence to determine day to day work priorities, deploy resources and allocate duties
- negotiates matters related to area of responsibility and make decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes
- is fully accountable for the content, accuracy, validity and integrity of advice provided
- makes decisions and acts within Government, NSW Health, and SCHN core values, legislative and regulatory frameworks, strategic plans and priorities, and delegations
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters
- is required to ensure that decisions are based on sound evidence, but at times may be required to make effective judgments under pressure or in the absence of complete information or expert advice.

Reporting line

Reports to the Chief Executive.

Direct reports

There are currently 3 direct reports and a team of approximately 40 FTE.

Budget/Expenditure

Approximately \$6M.

Essential requirements

- Tertiary qualification in a relevant discipline and/or equivalent relevant experience.
- Experience at a senior level in the design, delivery, and management of integrated people and business transformation strategies and programs.
- Thorough knowledge and understanding of relevant legislative provisions and regulations governing public sector employment and related issues, in particular as they relate to the Health Services sector.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set.

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Highly Advanced
	Manage Reform and Change	Advanced

Occupation / profession specific capabilities

Capability Set	Human Resources	
 Occupation Specific	Talent Management	Level 4
	Workforce Relations	Level 4
	Workforce Insights	Level 3

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with I stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial "win-win" outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare and review project scope and business cases for projects with multiple interdependencies Access key subject-matter experts' knowledge to inform project plans and directions Design and implement effective stakeholder engagement and communications strategies for all project stages Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans and minimise impact Manage transitions between project stages and ensure that changes are consistent with organisational goals Participate in governance processes such as project steering groups
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved Align workforce resources and talent with organisational priorities Set clear boundaries and freedoms for the organisation in risk taking Hold self and others accountable for implementing and maintaining inclusive workforce management practices

Occupation / profession specific capabilities

Capability

Indicators

Talent Management -

Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation

Level 4 –

- Partner with senior leaders to define strategies which leverage capability development, promote talent mobility within and across agencies; and support sourcing from all sectors.
- Partner with senior leaders to develop and drive broad organisational talent management strategies, targeting groups that are under- represented in specific streams or leadership roles.
- Lead broad organisational adoption and implementation of integrated talent management strategies to build a diverse pipeline of future leaders, talent and capability.
- Promote organisational talent management strategies based on a comprehensive understanding of the organisation's existing capability levels, strategic business model, future priority directions and employee value proposition.
- Partner with senior leaders to define the most appropriate performance and recognition programs to support the organisation's business strategy and plans.
- Promote recognition of talent and high potentials as a whole of sector resource to support attractive career choices, nurture the development of leaders with broad experience, and enable flexible deployment of workforce resources in line with government service delivery priorities.
- Lead evaluation of organisational talent to identify and manage systemic issues through targeted interventions, to ensure capability needs are met.

Workforce Relations

Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements

Level 4 –

- Partner with senior leaders to instruct counsel and lead key consultations and negotiations with trade unions, employee representative forums and similar bodies, on a range of complex and critical workforce relations issues.
- Contribute strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government.
- Partner with senior leaders and external consultants to develop the workforce relations strategy to support the organisation's objectives.
- Anticipate potential changes in the industrial environment, and advise and partner with senior leaders to proactively modify the workforce relations strategy to mitigate risk.
- Lead the investigation of, and provide strategic advice to senior leaders in the resolution of complex or high-profile workforce relations issues.
- Lead the development of a proactive employee work health and safety strategy and action plan focused on prevention, ensuring full compliance with regulatory and legislative requirements.
- Lead the review of employee relations strategy, plan and policies to align workforce requirements, capabilities and best practice, and to reflect legislative and regulatory changes.
- Promote awareness of and contribute high-level advice to senior leaders on their workplace environment obligations and required actions.

Occupation / profession specific capabilities

Capability	Indicators
Workforce Insights Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	Level 3 – <ul style="list-style-type: none">• Manage the evaluation of workforce data and reporting in order to analyse trends, identify capability gaps and leverage insights to inform workforce planning.• Propose solutions to business problems through interpretation of workforce analytics outputs in combination with other organisational data and determine correlations with service delivery outcomes and business results.• Design and deliver climate surveys or other methods to measure business activity and employee engagement; prepare advice to managers and leaders on key themes and proposed solutions.• Collaborate with managers and leaders to tailor existing workforce management technology to support changes to human resource processes and organisational design.• Conduct benchmarking exercises and set metrics to measure and optimise performance of workforce management systems.• Collaborate with managers and leaders to identify areas of improvement in the existing workforce management systems and initiate efficient developments in the systems, to ensure data integrity and quality assurance.• Collaborate with sector peers to ensure alignment of data definitions and calculation methods to ensure comparability and integrity of data provided for cross-sector analysis purposes.

Role Description

Director Nursing, Midwifery and Education

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	Nursing, Midwifery and Education
Location	Randwick and Westmead
Classification/Grade/Band	xxx
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Specialist
Kind of Employment	xxx
Role Number	xxx
ANZSCO Code	xxx
PCAT Code	xxx
Date of Approval	xxx
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Nursing, Midwifery and Education ensures workforce planning and effective people management strategies are in place to attract, recruit, develop and retain quality nursing and midwifery staff to provide excellent health care to the community served by the Sydney Children's Hospitals Network (SCHN). The role provides effective leadership to the nursing and midwifery professions across SCHN ensuring the development and implementation of clinical practice for both nurses and midwives.

Key accountabilities

- Provide strategic clinical leadership by contributing to strategy and business planning processes including a nursing and midwifery research framework that builds research capability and promotes the application of evidence based practice.
- Foster an organisational culture of excellence, innovation and collaboration and oversee nursing and midwifery workforce planning and effective people management strategies that attract, recruit, develop and retain quality staff committed to high standards and the provision of excellent patient care.
- Ensure new and innovative clinical practices are implemented to improve patient flow and access and address other key challenges confronting health service delivery.
- Ensure there is financial responsibility and accountability within nursing and midwifery services and develop and implement financial strategies that will ensure budgetary targets and KPIs are met by facility Directors of Nursing and Midwifery and Nursing Unit Managers.
- Provide professional leadership and direction of nursing and midwifery clinical standards by ensuring accountability for clinical practice and safety requirements through appropriate nursing and midwifery staffing, clinical competence, and evidence based standards of practice.
- Ensure that state-wide nursing and midwifery strategies are implemented effectively across SCHN.
- Create a learning environment incorporating strategies that build a positive team culture, foster leadership and management development and provide learning and career development opportunities

for staff.

- Promote and provide leadership for creating an integrated approach to implementing Ministry of Health and SCHN strategies across the nursing and midwifery service with a focus on Child and Family Centred Care, Safety and Quality, Professional Empowerment and Innovative Practice, to facilitate the best possible outcomes for children and young people.

Key challenges

- Nursing and midwifery recruitment and retention including the successful transition of newly registered nurses and midwives into the workforce ensuring that ‘craft’ transfer is supported and enabled are ongoing challenges.
- The consideration of different ways of working and the successful incorporation of different levels and skill of nurses into teams that provide quality care within existing resources and the appropriate utilisation of nurses and midwives within a variety of new and existing service delivery models.
- Support and facilitation of the role of nurses and midwives in supporting the education of undergraduate students and the development of the future workforce.

Key relationships

Who	Why
Internal	
Chief Executive	Works closely and provides information, reports against key performance areas and recommendations regarding the delivery of health services across SCHN and in particular the scope and role of nursing and midwifery within SCHN services.
Executive Team	Work collaboratively to ensure SCHN priorities are achieved.
Directors of Nursing and Midwifery and other senior staff	Provide guidance and direction to ensure objectives are achieved Assist with prioritisation as required Act as a mentor.
Hospital Clinical Councils/Lead Clinicians Groups	Provide advice to local management on improving quality and safety in hospitals Planning efficient allocation of services within SCHN Developing innovative solutions to address the needs of local communities Translating national best practice into local delivery of service.

Role Description

Director Nursing, Midwifery and Education

Who	Why
External	
Minister's Office	Through the SCHN Chief Executive, provide advice and respond to information requests as required.
Chief Nursing and Midwifery Officer , Ministry of Health	To coordinate initiatives for the development and support of the nursing and midwifery workforce across SCHN to ensure consistency of approach and equitable use of available resources.
NSW Health Pillar Organisations such as the Agency for Clinical Innovation (ACI), Clinical Excellence Commission (CEC), Health Education and Training Institute (HETI), Bureau for Health Information (BHI), Cancer Institute NSW (CINSW)	Collaborate as required to achieve improved outcomes for the SCHN population. Seek expert advice and support as required.
Commonwealth, State and Local Government Departments and Agencies	Provide advice as required. Actively seek information to assist SCHN to fulfil obligations and understand impact of proposed changes.
Community and other key stakeholders including Primary Health Network	Actively seek consumer involvement in appropriate activities. Collaborate with Primary Health Networks on joint priorities and projects identified from time to time.
Employee/Employer Organisations	As required to ensure industrial harmony amongst the numerous employee and contractor groups within NSW Health as the delegate of the Employer of NSW Health Service staff working in SCHN.
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	As required to meet statutory accountability requirements and ensure sound governance of SCHN.

Role dimensions

Decision making

The Director Nursing, Midwifery and Education has day to day autonomy on the policy direction and clinical and professional practice requirements of the nursing and midwifery workforce in the SCHN. Within the approved budget and delegated authority, the Director has considerable day to day autonomy in directing and managing the nursing, midwifery and education services in collaboration with local site management.

Reporting line

Reports to the Chief Executive.

Direct reports

There are currently 6 direct reports and a team of approximately 68 FTE.

Budget/Expenditure

Approximately \$9M.

Essential requirements

- Demonstrated experience at a senior nursing/midwifery management level and demonstrated record of achievement in management in a large and complex organisation.
- Demonstrated experience in budgetary, financial and workforce management including strategic/business planning, integration and evaluation skills to ensure available resources are used effectively within a health service.
- Demonstrated knowledge and understanding of government regulations/policies, nursing and midwifery issues, objectives/reform agendas, transformational practice development within nursing and midwifery, continuous quality improvement and ability to apply that knowledge to a health service.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Highly Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>improvements</p> <ul style="list-style-type: none"> • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Highly Advanced	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change

DRAFT

POSITION DESCRIPTION

Executive Officer

	
C ollaboration O penness R espect E mpowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospital Network
Position Classification	Health Manager
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Executive Officer (EO) provides high-level support for the Chief Executive, is the Board Secretary, and oversees and manages the correspondence function including Government Information (Public Access) (GIPA) requests. The EO also provides professional leadership for the Executive Support Team at the Sydney Children's Hospitals Network (SCHN).

ESSENTIAL REQUIREMENTS

Vaccination Category:

Category

A -

B -

WWCC

Yes No

Work Health and Safety:

Supervisor

As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and others when making decisions that may impact upon the health, safety and welfare of those in the workplace.

KEY ACCOUNTABILITIES

Key accountabilities include:

- High-level support for the Chief Executive including:
 - issues management
 - seeking, collating and circulating information in a prompt, timely and efficient matter
 - prepare briefings, correspondence, reports, and discussion papers on behalf of the Chief Executive
 - oversight of the correspondence function, responses to Ministerials and management of GIPA requests
 - cost centre management for the Office of the Chief Executive.
- Perform the role of Board Secretary responsible for the high-level governance advice and support of the Board and Board Committees. Managing Board compliance with legal, financial, corporate and statutory requirements. Providing leadership for the design, implementation and continuous improvement of corporate governance arrangements for the Board.
- Provide support to the Board Chair, including seeking and preparing information as requested, liaising with internal and external parties on behalf of the Board Chair, and working with the Board Chair to improve systems

POSITION DESCRIPTION

Executive Officer

and processes for the Board.

- Coordination support for the Executive Support Team including:
 - leave planning and relief duties
 - support for administrative processes e.g. correspondence, procurement, orientation and mandatory training requirements.
- Provide leadership and support to managers in identifying solutions to complex operational, process and policy issues including day to day immediate responses to issues as they arise and direction on the management of processes related to the Chief Executive.
- Engage and develop good working relationships with facility Directors, senior clinicians and managers across the organisation and other stakeholders to achieve organisational objectives.
- Performing other duties as may be required by the Chief Executive Unit that are consistent with the role.

KEY CHALLENGES

The EO is responsible for ensuring accurate and timely responses from SCHN in a coordinated and strategic manner whilst staying abreast of current and emerging issues.

The EO must develop outcome measures that link performance to outcomes, ensuring the Office of the Chief Executive is operating efficiently. This will require developing new approaches to workflows where required, manage and meet tight deadlines consistently whilst ensuring documentation is of a high quality standard.

KEY RELATIONSHIPS

Who	Why
Board	To provide high-level support for the Board and Board Chair as the Board Secretary.
Chief Executive	To provide high-level support for the Chief Executive.
Executive Team	Working with the Executive Team as required responding to emerging issues and supporting the Chief Executive.
Ministry of Health	To act as conduit to the Office of the Chief Executive, negotiate outcomes and timelines and foster positive relationships.

SELECTION CRITERIA

1. Tertiary qualifications and/or relevant experience in in senior management role in a complex organisation.
2. Knowledge and understanding of government policy, direction, service targets, objectives and service delivery functions in relation to Health at the State level.
3. Demonstrated ability to support high level corporate governance and Board Secretary functions ensuring effective governance, systems, processes and compliance.
4. Knowledge and experience in preparing responses for a Chief Executive including Ministerial related briefings and correspondence, house notes, general correspondence/communications, briefings and reports, GIPA and protected disclosures.
5. Demonstrated high level analytical, planning, and advisory skills in a complex organisation where effective judgment, sensitivity, risk assessment and problem solving ability is required.
6. Demonstrated oral, written and interpersonal communication skills, including effective conflict resolution, negotiation and facilitation skills that allow for highly effective dialogue and consultation with key stakeholders both internally and externally.
7. Proven leadership skills and ability to motivate, develop, coordinate and lead people and teams to deliver highly effective and efficient outcomes that best meet organisational objectives.

POSITION DESCRIPTION

Director Communication and Engagement

 C ollaboration O penness R espect E mpowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospital Network
Position Classification	Health Manager
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Director Communication and Engagement provides leadership and management of the Communication and Engagement Team to implement communication, media and engagement strategies; maximise positive communication opportunities; and promote the Sydney Children's Hospitals Network (SCHN), its facilities and associated institutions.

The Director Communication and Engagement works collaboratively to strengthen and develop partnerships with our stakeholders, including our staff, the community and media regarding health services and issues.

ESSENTIAL REQUIREMENTS

Vaccination Category:

Category

A -

B -

WWCC

Yes No

Work Health and Safety:

Supervisor

As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and others when making decisions that may impact upon the health, safety and welfare of those in the workplace.

KEY ACCOUNTABILITIES

Key accountabilities include:

- Develop and support the strategic direction of the SCHN by promoting SCHN activities, services, key messages and achievements.
- Develop communication objectives, audiences, key health messages and strategies for important initiatives working closely with SCHN senior leaders, clinicians and staff to ensure the communication of information accurately reflects the activities, services and achievements of SCHN.
- Lead and manage the development and implementation of the SCHN communication strategy involving media programs, issues management, internal and external communication programs, publications and media/ministerial event management.

POSITION DESCRIPTION

Director Communication and Engagement

- Lead and manage corporate communications and engagement including preparation of corporate communications, media releases and statements; content for the internet, intranet, social media; development of speeches, briefs and internal publications; and oversee management of organisational branding and style guides.
- Lead and manage media campaigns, enquiries and responses including manage media enquiries and establish positive relations with key media; and formulate media campaigns and organise media events to attract publicity and refocus public attention of issues.
- Lead and manage issues management responses including providing advice on emerging issues management, proactive responses, publicity and promotional programs to the Chief Executive and Executive Team.
- Lead the Communication and Engagement Team supporting professional development by participating in training and education activities, and leading the performance development process in order to continuously improve the level and quality of service.
- Manage delegated financial responsibilities, focused on effective allocation of resources to ensure a sustainable approach for the communication and engagement function is managed within budget.

KEY CHALLENGES

Maintaining and developing adequate specialist communications resources in a high demand environment including graphic design, digital and website, engagement, social media, marketing and publications.

Maintaining a sound understanding of contemporary trends and developments in communication and marketing practices, identify and promote their potential application within SCHN.

KEY RELATIONSHIPS

Who	Why
Chief Executive and Executive Team	Ensure the portfolio and activities aligns with broader SCHN priorities.
Operational and frontline staff	Ensure content is relevant and accurate, and the voice of our staff is accurately captured.
Ministry of Health	Ensure the portfolio and activities aligns with Ministry of health processes and priorities.
Partners (including the Foundation and Universities)	Ensure proactive communication and engagement opportunities are coordinated with SCHN partners.
Editors of all local print and visual media	Act as a point of contact for SCHN and build a mutually respectful relationship to promote collegial interactions.
Consumers and the community	Ensure content is relevant and reflective of what our consumers and community want to receive information on.

SELECTION CRITERIA

1. Tertiary qualifications and/or equivalent experience in public relations, communications and/or journalism.
2. Strong engagement, media and communication background with proven ability to lead a team of multi-skilled communication specialists demonstrating leadership and management capability and experience ensuring team cohesion, development and mentoring.
3. Highly developed oral and written communication skills, consultation, negotiation, facilitation, presentation, consensus building and stakeholder management skills.
4. Proven experience in editing and publications management, preferably gained in health or similar work environment.
5. Experience in developing and launching media campaigns, managing and marketing of events and VIP visits through a variety of media, community and government organisations.
6. Demonstrated understanding of major issues in the health service and health service delivery.
7. Proved experience in developing, implementing and managing communication strategies and managing contentious issues communications.

POSITION DESCRIPTION

Director Redevelopment

 C ollaboration O penness R espect E mpowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospital Network
Position Classification	Health Manager
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Director, Redevelopment provides leadership and management direction throughout all phases of Redevelopment and commissioning for the Sydney Children's Hospitals Network (SCHN), specifically for Randwick and Westmead sites.

ESSENTIAL REQUIREMENTS

Vaccination Category:

Category

A -

B -

WWCC

Yes No

Work Health and Safety:

Supervisor

As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and others when making decisions that may impact upon the health, safety and welfare of those in the workplace.

KEY ACCOUNTABILITIES

Key accountabilities include:

- Lead and manage the delivery of precinct planning and associated work to deliver on SCHN infrastructure and service growth commitments. This includes the safe operationalisation of new and existing facilities.
- Provide effective leadership and management of the SCHN Redevelopment Projects, including leading the development and implementation of strategies and managing risks associated with the projects.
- Manage the development of contemporary models of care, the service and ICT system re-design, and change management necessary for successful operational commissioning of the new services.
- Proactively manage the development, endorsement and implementation of the business cases and related project documentation including Financial Impact Statement, Workforce Plan and Benefits Realisation.
- Leading and overseeing the strategic direction, planning and decision making for the further development and implementation of the asset and facility management practice.
- Work with NSW Health Infrastructure to manage the overall budget for the redevelopments through effective identification of priorities and negotiation of solutions.

POSITION DESCRIPTION

Director Redevelopment

- Provide timely and expert advice, documentation and reports on matters relating to the redevelopment projects and facilitate the timely delivery of SCHN responses to information requests, data analysis and the SCHN's operational, clinical and financial advice.
- Develop and deliver accurate and timely advice (and documentation) to ensure strategies will deliver on the strategic objectives, SCHN service delivery plans and the expectations of the community.

KEY CHALLENGES

Leading a diverse range of stakeholders through the complexities and challenges associated with major hospital redevelopments including change management, risk mitigation, redesign methodologies, tight timeframes and budget restraints. This includes work at the facility level but also broader precinct plans such as the Parramatta Light Rail project.

Taking a broad strategic view, and have the capacity where required to delve into the detail around the potential SCHN operational impacts associated with the redevelopments and partnership approach.

Managing and leading the redevelopments which requires integration and partnership within SCHN and externally with partner organisations.

KEY RELATIONSHIPS

Who	Why
Chief Executive	Provide expert advice; provide and seek guidance; consult and report throughout all phases of the redevelopments
Director Clinical Operations	Ensure initiatives are consistent with operational needs of the hospitals and align with other programs of work; provide expert advice
Chief Information Officer	Provide and seek guidance on the design of services to align with the Digital Health Strategy
Director Finance and Corporate Services	Ensure initiatives are consistent with capital works budgetary constraints, collaborate on financial impact statements, seek guidance on solutions to financial limitations and provide financial reporting on progress
Director People and Culture	Provide and seek guidance on workforce needs following the commissioning of the redevelopment projects
Ministry of Health	Maintain collaborative relationships; liaise and consult throughout all phases of the redevelopments
Site Partners	Work collaboratively in the planning of shared facilities and integrated services and systems
Health Infrastructure	Maintain collaborative relationships; liaise and consult throughout all phases of the redevelopments
Key stakeholders, including broader community	Maintain collaborative relationships; liaise and consult throughout all phases of the Project to ensure alignment between the redevelopments, public health service delivery objectives and community expectations

POSITION DESCRIPTION

Director Redevelopment

Who	Why
NSW Health Pillars (in particular ACI & CEC)	Maintain collaborative relationships; liaise and consult throughout all phases of the redevelopments to ensure innovation, best practice in service design
Universities and Colleges	Maintain collaborative relationships; liaise and consult throughout all phases of the redevelopments to ensure innovation, best practice in service design

SELECTION CRITERIA

1. Tertiary qualifications and/or relevant experience in a senior management role in a complex organisation.
2. High level of knowledge and understanding of government policy, direction, service targets, objectives and service delivery functions in relation to Health at the State level, particularly for major redevelopments.
3. Ensure there are systems and effective governance processes in place for project management and reporting on major redevelopments.
4. Demonstrated ability to obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication.
5. Demonstrated leadership in people management with the ability to address emerging challenges and risks and generate support for change initiatives, and implement structured change management processes to identify and develop responses to cultural barriers.
6. High level of oral, written and interpersonal communication skills, including effective conflict resolution, negotiation and facilitation skills that allow for highly effective dialogue and consultation with key stakeholders both internally and externally.
7. Proven leadership skills and ability to motivate, develop, coordinate and lead people and teams to deliver highly effective and efficient outcomes that best meet organisational objectives.