

**Sydney Children's Hospitals Network**

**Finance and Business Partnering  
Consultation Document**

**January 2024**

## Table of Contents

<i>Background and Current Status</i> .....	3
<i>Case for Proposed Changes to the Clinical Finance Partner Organisational Structure</i> .....	3
<i>Proposed Changes to the Clinical and Finance Functions</i> .....	5
<i>Current Structure of the Clinical and Finance Team</i> .....	6
<i>Affected Positions</i> .....	7
<i>New Positions Aligned to the New Clinical Operation Structure</i> .....	7
<i>Proposed Revised Positions</i> .....	7
<i>Proposed Structure of the Finance and Performance Business Team</i> .....	8
<i>Transition to the Proposed Structure</i> .....	9
<i>Timetable for the Realignment</i> .....	9
<i>Employee Assistance Program</i> .....	9
<i>Feedback and Contact Details</i> .....	10
<i>Appendix A – Position Descriptions</i> .....	10
Finance Manager .....	11
Finance and Performance Business Partner.....	20
Associate Director, Finance .....	29
<i>Appendix B – Finance and Performance Business Partner Ward Alignment</i> .....	38

## Background and Current Status

The final structure for the Clinical Operations Directorate within the Sydney Children's Hospitals Network (SCHN) has been incorporated with recruitment underway to move to a fully devolved matrix model which comprises local site management, supported by Network-wide clinical streams, clinical and business units.

The structure has been developed to support the Network to deliver on its future strategic directions. The implementation of a Site Leadership Team provides clarity around roles, responsibilities and accountabilities for day-to-day operations. The implementation of clinical streams and clinical units ensures strong governance of clinical outcomes, service delivery models and quality of care.

The creation of leadership teams across the sites and streams supports improved decision making, communication and collaboration leading to an overall improvement in operational and clinical performance and outcomes, with strengthened site leadership. In addition, the structure aims to remove duplication in processes to improve efficiencies and effectiveness.

This approach builds on the Directorate structures in place across the Network with the Business Partner model in place for Finance and Performance, and People and Culture. The Business Partner roles are designed to support and enable delivery of services in a localised, timely and efficient manner. These roles will be embedded within and support the local Site Leadership Team.

The current Clinical and Finance Partners roles have been designed in integrating financial acumen with clinical service delivery, focusing on aligning financial management with clinical performance within the NSW Health funding framework. This position involves extensive collaboration with diverse stakeholders across clinical and non clinical teams to develop and manage budgets, provide strategic financial advice, and ensure the efficient and sustainable operation of clinical services. The Associate Director, Clinical and Finance, manages the business partnering function and Clinical and Finance Partners.

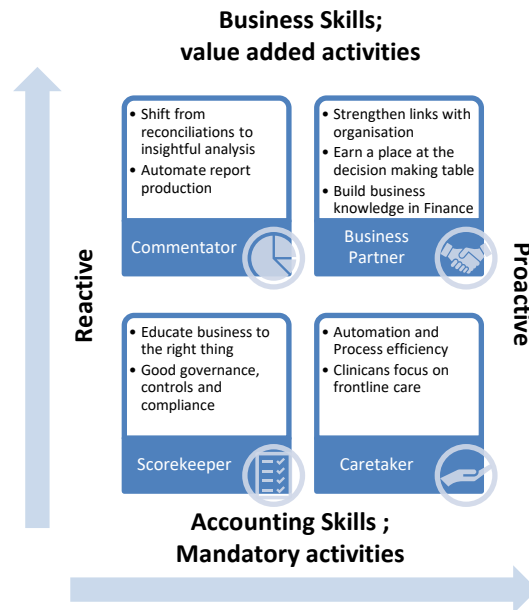
The Clinical and Finance Team structure has remained stable and has supported the Network well during that time for the structure the Network was operating under. The recent reviews for the Network and the recent realignment of the site leadership functions including the introduction of site Director of Clinical Operations has meant that finance support will need to be aligned with the Network's current structure.

The new Clinical Operations Directorate structure is a strategic step towards enhancing the efficiency and effectiveness of our Network. The new matrix model, combining local site management with Network-wide clinical streams, and the integration of clinical and business units, are pivotal in aligning our operations with our future strategic plan. It is crucial that we align all aspects of our operations, including financial support, with this new structure to ensure that our Network is not only responsive to the current healthcare landscape but also well-prepared for future challenges and opportunities. This consultation serves as a platform for open dialogue and collective input, ensuring that our transition to this new structure is seamless, inclusive, and aligned with our shared vision for excellence in healthcare.

## Case for Proposed Changes to the Clinical Finance Partner Organisational Structure

The new Clinical Operations structure will require a shift in the outlook to be more strategic, commercial and customer focused in nature including a focus towards implementing a matrix reporting structure. New governance and systems will need to be set up to enable finance support for site leadership and the new clinical streams focused on strategy. In addition, there are also clinical and business units that are being formed through the clinical operations restructure and finance partnering will be critical to ensure financial sustainability.

Currently the team is set up to work with the business but without a consistent and efficient governance structure. The establishment of the Clinical Operations structure enables an enhanced matrix governance structure of site and stream based roles to function more effectively. Although there is sufficient finance support for the programs, most of the analysis generated currently tends to explain historical trends rather than produce forward looking predictive indicators. The new structure will aim to transition to a more commercial business partnering model which includes performance management, high quality customer service and value added services to the business. The below diagram depicts the future focus that is required for true business partnering.



The future direction of the Business Partnering function in SCHN is aligned to contemporary best practice in the industry focusing on embedding finance in day to day business and effective business partnering to support strategic objectives, both supporting and challenging the business to ensure strategy creates desired value while considering acceptable level of risks.

The Clinical and Finance Partners will continue to provide support for the Stream Directors as Finance and Performance Business Partners but with a different management structure transitioning from the Associate Director, Clinical and Finance to the Finance managers at The Children’s Hospital at Westmead (CHW) and Sydney Children’s Hospital Randwick (SCH) respectively. This will ensure that site based requirements and culture is considered while having a Network focus through collaboration and sharing of best practices in a matrix structure.

The proposed new structure will deliver:

- Financial Support and Business partnering as close to the two sites as possible to enable clinicians with the support required in financial and commercial matters to enable the front line to focus on patient care.
- One team mentality regardless of location and functions. An integrated business partnering team, and corporate finance team will enable strong connections with the business and streamlined processes.
- Focus on value added function, alignment to network strategy and reduced duplication of efforts among teams enhancing productivity.
- Succession planning and wellbeing focus for the sustainable functioning of the finance partnering team aligned to organisational goals.

## Proposed Changes to the Clinical and Finance Functions

As part of the strategic evolution of the Clinical Operations Structure, we are implementing key changes to enhance the efficiency and effectiveness of our Clinical and Finance Partner functions. These changes are designed to align with the overarching goals of the restructuring and to support our commitment to providing exemplary healthcare services.

**Management Structure:** The management structure for the clinical and finance partners will be transitioned from the Associate Director, Clinical and Finance, to the two new Finance Manager roles at our respective sites. This shift is in line with our objective to decentralise and empower site-specific leadership, fostering a more tailored approach to each site's unique requirements.

**New Role Recruitments and Title Revisions:** Two Finance Managers have been recruited to lead Finance Business Partnering at the two sites, integral to the new Clinical Operations Structure. Additionally, the role of Associate Director, Clinical and Finance, will be redefined as Associate Director, Finance, transitioning to a part-time capacity with a focus on strategic oversight rather than direct management responsibilities. To reflect the contemporary nature of these roles, the title of Clinical Finance Partners will be updated to Finance and Performance Business Partners, emphasising the appropriate scope and strategic focus of these positions.

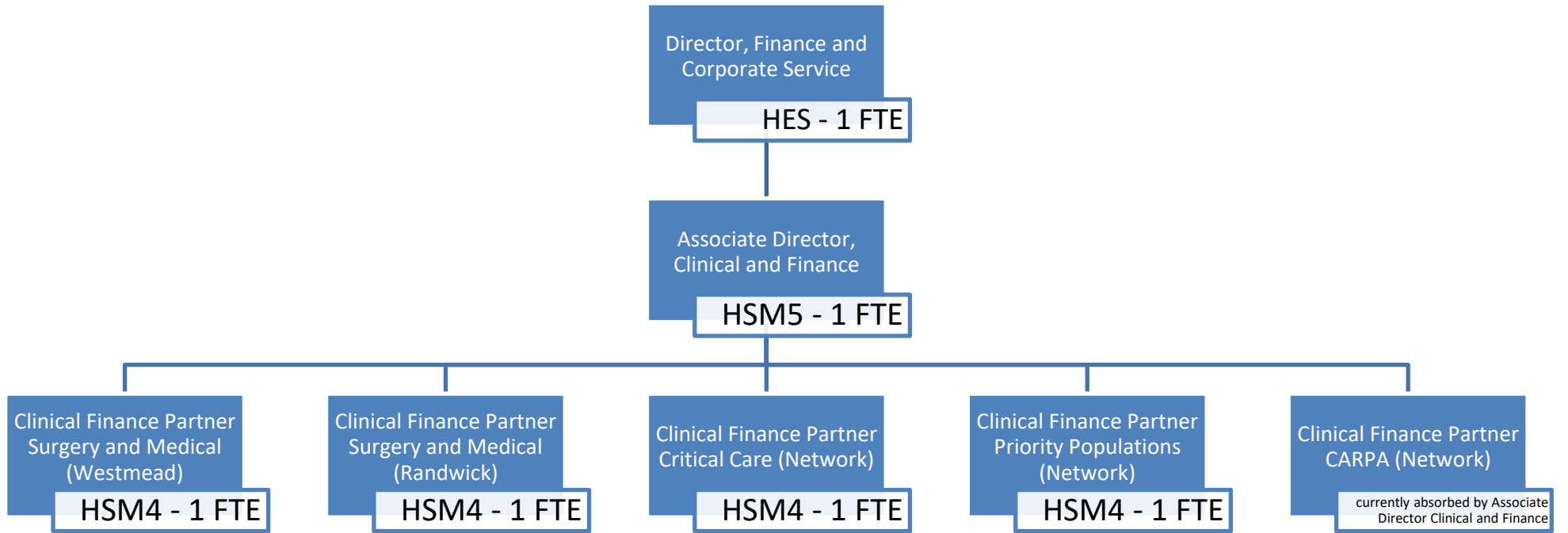
**Streamlined Business Partnering:** Our new approach is designed to align Finance and Business Partners with individual streams and clinical units, providing a focused and network-wide business partnering support. This alignment will build on an existing relationship with Stream Directors, ensuring that each stream receives dedicated and specialised finance and performance support.

**Program Management and Role Adjustments:** Current business partnering that are network-wide will continue under the new structure. The clinical and business units such as cardiology, oncology, pharmacy etc. that were carved out of the clinical programs will also receive adequate business partnering support as depicted in the proposed structure. Where possible, continuity for business partnership has been maintained. Additionally, the role of the current Diagnostics and Pathology Business Manager will be transitioned to a Network-wide Finance and Performance Business Partner for Diagnostics, Imaging, and Pathology.

**Position Descriptions and Skill Alignment:** In order to accurately reflect the new roles and responsibilities, some changes will be made to the position descriptions (Appendix A). These descriptions will encapsulate the principles and requirements of the new roles, ensuring a clear understanding of expectations and objectives. It's important to note that current positions will be carefully matched to the skill level and scope of all identified roles, ensuring a seamless transition and continuity in our operations.

Through these changes, we aim to foster a cohesive, network-wide approach to financial management, supporting our strategic objectives and enhancing the overall efficiency of our clinical operations. These adjustments are not just structural, but are reflective of our commitment to progress, innovation, and the continuous improvement of our services.

## Current Structure of the Clinical and Finance Team



## Affected Positions

Position	FTE	Classification	Description
Clinical and Finance Partners	4	Health Manager (HM) Level 4	Propose to the move from a program structure to stream structure. Changed responsibilities and goals of the roles to be more strategic and holistic in business partnering.
Finance Manager, Pathology	1	HM Level 4	Finance Manager from Pathology being integrated to the Finance and performance business partnering function to align with new Clinical Streams and Business Units.
Associate Director, Clinical and Finance	1	HM Level 5	Propose to change in site leadership structure requiring additional finance support.

## New Positions Aligned to the New Clinical Operation Structure

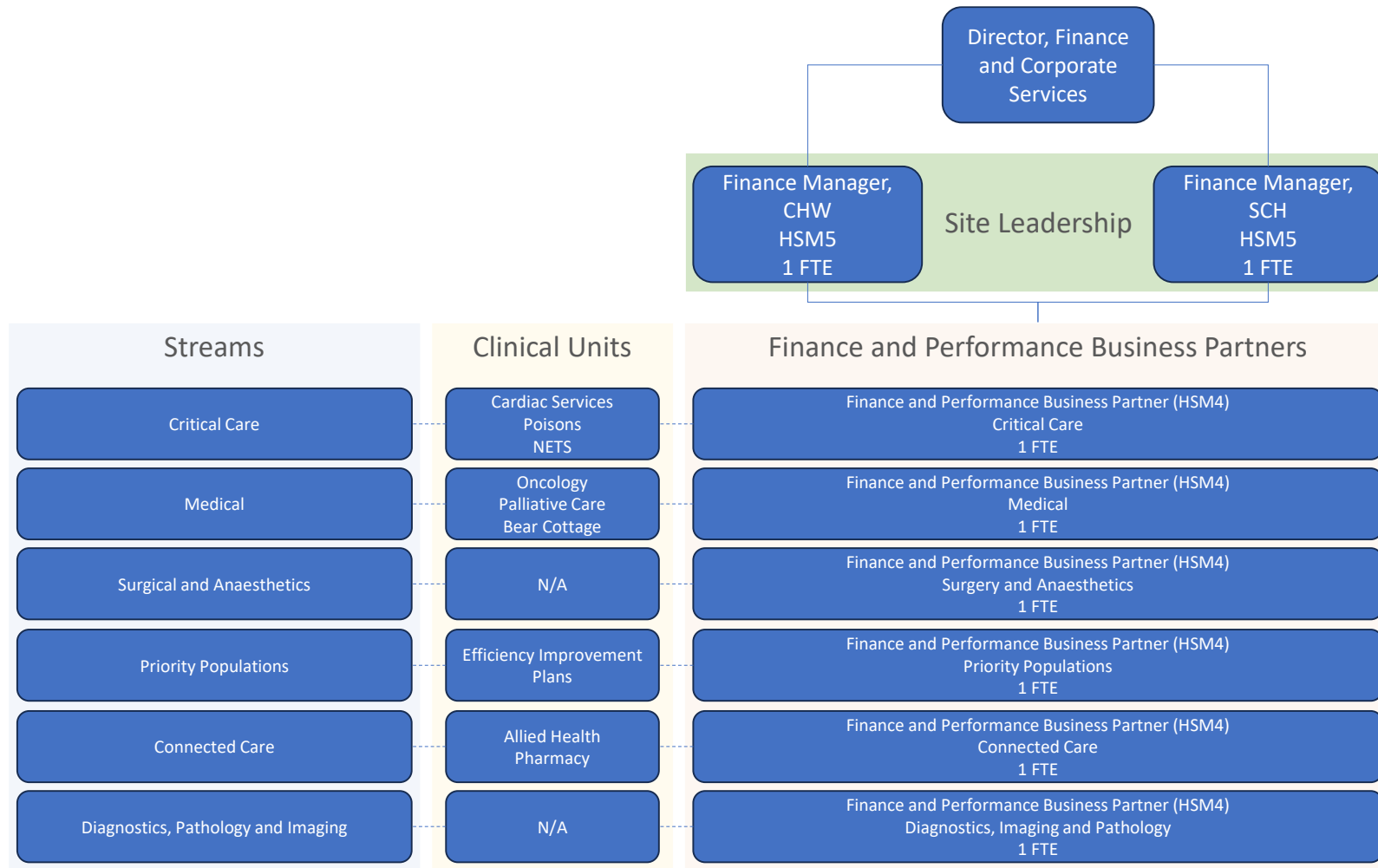
Position	FTE	Classification	Description
Finance Manager – CHW and Finance Manager - SCH	2	HM Level 5	New site leadership roles to provide high level financial and commercial advice.

## Proposed Revised Positions

Position	FTE	Classification	Description
Finance and Performance Business Partners	6	HM Level 4	Finance leadership for the Streams and Departments within the Streams. Some of the Finance and Business Partner positions will also be covering business units. This will be detailed in the revised position descriptions.
Associate Director, Finance	0.6	HM Level 5	Associate Director, Clinical and Finance supporting DFCS at a strategic capacity focused on the redevelopment and organisation wide changes.

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## Proposed Structure of the Finance and Performance Business Team



**Note:** Connected care/Allied Health support will be provided by the Finance Managers at the two sites until a position is recruited and budget available.

Associate Director, Finance will report to the Director of Finance and Corporate Services but will be outside this structure.



## Transition to the Proposed Structure

Individual meetings with staff member who may be affected will take place throughout the change process.

Pending finalisation of the consultation, transition to the revised positions will progress as follows:

- Align the existing Finance and Business Partners with individual streams and clinical units.
- Implement the revised position description and change of reporting line to the new site Finance Managers.
- Transition the existing Diagnostics and Pathology Business Manager to a Networkwide Finance and Performance Business Partner for Diagnostics, Imaging and Pathology.
- Transition the Associate Director, Finance role to provide support at a strategic capacity focused on the redevelopment and organisation wide changes.

While it is expected that the existing roles will be matched to the proposed structure, the changes will be managed as per the NSW Health Policy Directive Managing Excess Staff of the NSW Health Service (PD2012\_021) noting that no redundancy is being proposed or supported as part of this proposal.

## Timetable for the Realignment

	Stage	Timescale
A.	Consultations with staff	23 January 2024
B.	Notification to unions	23 January 2024
C.	Continue to work with staff who may be affected by the proposed changes	Ongoing
D.	Consultation Close	6 February 2024
E.	Feedback reviewed and considered	9 February 2024
F.	Final structure incorporating any changes identified during consultation	9 February 2024
G.	Communication of new structure	12 February 2024
H.	Implementation of new structure	From 13 February 2024

## Employee Assistance Program

Employee Assistance Program (EAP) is a free strictly confidential and professional counselling service provided by SCHN to all staff. Staff can access the program by contacting AccessEAP (1800 818728)

## Feedback and Contact Details

Enquiries and feedback regarding the proposed structure to:

Sayeed Zia  
Director, Finance and Corporate Services  
Sydney Children's Hospitals Network  
[Sayeed.zia@health.nsw.gov.au](mailto:Sayeed.zia@health.nsw.gov.au)  
0428 258 216

## Appendix A – Position Descriptions

The proposed roles position descriptions location within the document are detailed in the below table.

<b>Role</b>	<b>Page Number</b>
Finance Manager, Randwick and Westmead	11
Finance and Performance Business Partners	20
Associate Director, Finance	29

## Finance Manager



<b>POSITION TITLE</b> (200 characters limit)	Finance Manager
<b>POSITION NUMBER (from Stafflink)</b> <b><u>MANDATORY</u></b>  If this is a new position, acquire the position number after the new position has been created.	765392
<b>AWARD</b>	Health Managers (State) Award
<b>POSITION CLASSIFICATION</b>	Health Service Manager 5
<b>LOCATION</b>	Randwick/Westmead
<b>DOES THIS ROLE MANAGE/ SUPERVISE OTHERS?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>DOES THIS REQUIRE SENIOR EXECUTIVE LEVEL STANDARDS?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<p><b>PRIMARY PURPOSE</b></p> <p><b>/(2800 characters limit in ROB)</b></p>	<p>The Finance Manager at Westmead, SCHN is responsible for managing and coordinating financial operations, driving financial performance, and ensuring efficient resource management in line with strategic directions. This includes leading the development and implementation of financial programs, enhancing accountability, governance, and control, and collaborating with senior executives, cost centre managers, and Clinical and Finance Business Partners for timely reporting and risk mitigation.</p> <p>The Finance Manager will also drive efficiency improvement initiatives, revenue optimization, and engage with stakeholders to review and advise on complex business cases for capital or service development. They will lead the development of facility budgets and forecasts, analyse performance, manage staff, and promote a culture of ongoing self-assessment and change management.</p> <p>The position will navigate key challenges by establishing collaborative relationships, demonstrating high-level analytical thinking, and negotiating with stakeholders to support change management practices for the broader interest of the health system.</p>
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## KEY ACCOUNTABILITIES

**(3100 characters limit in ROB)**

*A high level description of the outcomes the role is expected to deliver.*

*'Key Accountabilities' should be:*

*- outcome focused, rather than process focused*

*- ordered in importance and/or frequency*

*- as specific to the role as possible while not detailing tasks.*

*There should be no more than 6-8 'Key Accountabilities' in total.*

- Manage and coordinate the link between Network and facility finance, providing financial support to senior executives and cost centre managers to drive financial performance and efficient resource management in line with strategic directions.
- Lead the development and implementation of financial programs, ensuring robust financial accountability, governance, and controls are in place, and monitor financial matters for timely reporting and risk mitigation in collaboration with senior managers and Clinical and Finance Business Partners.
- Drive efficiency improvement initiatives, saving strategies, and revenue optimization in collaboration with cost centre or senior executive managers, with clear milestones and key performance indicators for accountability.
- Engage with stakeholders to prepare, review, and advise on complex business cases and innovative initiatives for capital or service development, including strategic and operational priorities, and contribute to business planning for the facility.
- Lead the development of facility budgets and forecasts, adjusting them in response to ward/bed closures, peak periods, and anticipated activity levels, while ensuring annual cost data is timely, accurate, and reflective of facility operations.
- Analyse performance and clinical variation in an ABF environment, identifying opportunities for change management, and work in partnership with stakeholders on business cases and costing models for budget supplementation and new initiative funding.
- Manage staff to achieve accountabilities according to timeframes, standards, organizational policies, and legislative requirements, while coordinating team resources for strong financial management and reporting performance.
- Promote a culture of ongoing self-assessment, efficiency improvement, and change management through change management and financial training programs, and handle ad-hoc requests from senior finance executives as required.
- Annual review of service level agreements/leases and lead the ongoing development of the financial partnership between Facility and campus partners.

<p><b>KEY CHALLENGES</b></p> <p><b>(max 3)</b></p> <p>(700 characters limit)</p> <p><i>The challenges that are regularly encountered in the role.</i></p> <p><i>The Key Challenges should not restate the Key Accountabilities. <b><u>There should be minimum of 1 and maximum of 3 "Key Challenges" in total.</u></b></i></p>	<p><b>Challenges / Problem Solving:</b></p> <ul style="list-style-type: none"> <li>• Establish collaborative and influential relationships with clinical divisions, managers, and colleagues to support efficiencies within clinical areas, achieve desired financial and activity outcomes, and manage competing demands of a patient-focused public hospital within a limited funding envelope.</li> <li>• Demonstrate high-level analytical thinking and problem-solving skills to develop innovative solutions to complex business issues, improve productivity and efficiency while delivering safe, quality clinical services, and manage financial resources across clinical streams for standardization and quality improvement objectives.</li> <li>• Negotiate and persuade stakeholders, including medical, nursing, and allied health workforce, suppliers, unions, and community groups, to engage and support change management practices for the broader interest of the health system, effectively influencing key stakeholders to achieve desired outcomes.</li> </ul> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>• Managing a wide range of relationships and communication with internal and external stakeholders</li> <li>• Strong interpersonal skills and confidence to liaise with internal and external stakeholders</li> </ul> <p><b>Decision Making</b></p> <p>Make day to day operational decisions autonomously ensuring actions taken are in the best interest of the Network</p>	
<p><b>KEY RELATIONSHIPS (internal)</b></p> <p><b>(max 3)</b></p> <p>(200 characters limit)</p> <p><i>The key stakeholders and customers the role is expected to interact with routinely, rather than periodically.</i></p> <p><i>Relationships with both internal (within the department/agency) and external (outside the department/agency) stakeholders should be included where relevant.</i></p> <p><i>All roles require interaction with internal stakeholders, however some roles may not interact with external stakeholders.</i></p>	<p><b>WHO</b></p> <p>1. Site Leadership and Executive team</p> <p>2. Director, Finance and Corporate Services and Network Finance Team</p> <p>3. Clinical Program Directors, Corporate Services Managers, Department Heads and other Stakeholders</p>	<p><b>WHY</b></p> <p>Primary business partner to Facility Director of Operations. Work closely with Network and facility executives to provide financial leadership and support</p> <p>Direct reporting line Director of Finance and Corporate Services. Provides guidance and direction and ensures standardisation and alignment with Network's objectives and reporting requirements.</p> <p>Ensure business partnering and customer service at the highest level for all the clinical and corporate requirements</p>
<p><b>KEY RELATIONSHIPS (external)</b></p>	<p><b>WHO</b></p>	<p><b>WHY</b></p>

<p><b>(max 2)</b></p> <p>(200 characters limit)</p> <p>As above</p>	1. Campus Partners	South Eastern Sydney, University of NSW, Children's Cancer Institute and other Campus Partners in the Precinct to ensure collaboration and appropriate outcomes for SCHN
	2. Ministry of Health	Ministry of Health is the system Manager and reporting will be required through the Network Finance Team.
<p>IS THIS A PUBLIC SENIOR EXECUTIVE ROLE WHICH MANAGES RELATIONSHIPS AT THE MINISTERIAL LEVEL?</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Other \$ _15,000_____ <p>please specify the monetary value of the financial delegation (ex: 5000.00).</p>
<p>FINANCIAL DELEGATION</p>	<input checked="" type="checkbox"/> As per delegation manual	
<p>ESSENTIAL REQUIREMENTS</p> <p>(700 characters in word)</p>	<p><b>Vaccination Category (A or B):</b></p> <p><b>WWCC (Yes/No):</b></p> <p><b>Qualifications/ Licenses/ Registrations (award requirement):</b></p>	
	<p><b>Work Health and Safety:</b></p> <p><b>Select which of the following applies:</b></p> <p><input checked="" type="checkbox"/> <b>Supervisor</b></p> <p>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.</p> <p style="text-align: center;"><b><u>OR</u></b></p> <p><input type="checkbox"/> <b>Non-Supervisor</b></p> <p>You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing</p>	
<p>SELECTION CRITERIA</p> <p>(700 characters for each criteria in word)</p> <p><b>(max 8)</b></p>	<p>1. Relevant tertiary qualification within finance discipline with current membership to Australian accounting body and demonstrated extensive experience managing financial operations of a complex Health Service (or similar body) including understanding of the current challenges involved with health reform, funding, risks and major cost drivers impacting on the Health Service's financial position.</p>	

	<p>2. Demonstrated understanding of the health data systems in NSW particularly those relate to case mix funding, costing and patient care and the ability to analyse data to aid decision making.</p> <p>3. Demonstrated experience and skills at senior management level in financial management with proven ability to manage significant budgets within organisational funding and performance frameworks monitoring financial and non-financial KPI's.</p> <p>4. Superior interpersonal, collaboration, influencing, coaching and negotiating skills with extensive experience engaging and influencing stakeholders and customers to achieve optimal business outcome whilst managing business relationships.</p> <p>5. Demonstrated experience leading multi-disciplinary team and developing the capability whilst fostering a performance based customer focused work culture.</p> <p>6. Demonstrated superior analytical skills and innovative thinker with high level written communication skills to convey complex information to a range of audiences, as well as prepare high level reports, briefing notes and correspondence.</p> <p>7. Demonstrated ability to develop strategic and business plans, business cases, formulate policy and deliver programs in line with performance agreements including improvement projects (cost reduction, revenue optimisation and/or productivity/efficiency improvements).</p> <p>8. Demonstrated experience applying a sound understanding of the business of Health Services in providing expert advice and strategic leadership to support the achievement of clinical service delivery KPIs within available funding.</p>
<p><b>OTHER REQUIREMENTS</b>  <u>(Standard text do not amend)</u>    (3100 characters in word)</p>	<p>Understand and practice person centred care.</p> <p>Work in partnership with consumers on improving and evaluating the delivery of services.</p> <p>Actively participate in quality improvement activities.</p> <p>Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.</p> <p>Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.</p> <p>Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.</p> <p>Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/employees</p> <p><b>Develop and provide ongoing education, training and support regarding financial management systems, controls and processes through the facility.</b></p>



	<p><b>Recruit, coach, mentor and performance develop staff to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit.</b></p> <p><b>Actively participate in professional development and performance review activities.</b></p>
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**Job Demands Checklist (editable)**

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent’s (or future incumbent’s) OHS responsibilities specific to the position. **This form is to be completed in consultation with the manager/supervisor of the position being recruited for.**

Job Demands Frequency Key:  
**I = Infrequent**                    intermittent activity exists for a short time on a very infrequent basis  
**O = Occasional**                activity exists up to 1/3 of the time when performing the job  
**F = Frequent**                    activity exists between 1/3 and 2/3 of the time when performing the job  
**C = Constant**                   activity exists for more than 2/3 or the time when performing the job  
**R = Repetitive**                   activity involved repetitive movements  
**N = Not Applicable** activity is not required to perform the job

**Note: any entries not assigned a value will be automatically set to "N"**

PHYSICAL DEMANDS - Description (comment)	FREQUENCY					
	N	I	O	F	C	R
<b>Sitting</b> – remaining in a seated position to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Standing</b> – remaining standing without moving about to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Walking</b> – floor type: even/uneven/slippery, indoors/outdoors, slopes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Running</b> – floor type: even/uneven/slippery, indoors/outdoors, slopes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bend/Lean Forward from Waist</b> – forward bending from the waist to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Trunk Twisting</b> – turning from the waist while sitting or standing to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kneeling</b> – remaining in a kneeling posture to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Squatting/Crouching</b> – adopting a squatting or crouching posture to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leg/Foot Movement</b> – use of leg and/or foot to operate machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climbing (stairs/ladders)</b> – ascend/descend stairs, ladders, steps	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – light lifting and carrying (0 to 9 kg)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – moderate lifting and carrying (10 to 15 kg)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – heavy lifting and carrying (16kg and above)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reaching</b> – arms fully extended forward or raised above shoulder	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pushing/Pulling/Restraining</b> – using force to hold/restrain or move objects toward or away from the body	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Head/Neck Postures</b> – holding head in a position other than neutral (facing forward)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hand and Arm Movements</b> – repetitive movements of hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Grasping/Fine Manipulation</b> – gripping, holding, clasping with fingers or hands	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work at Heights</b> – using ladders, footstools, scaffolding, or other objects to perform work	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Driving/Riding</b> – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SENSORY DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Sight</b> – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Hearing</b> – use of hearing is an integral part of work performance (e.g. phone enquiries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Smell</b> – use of smell is an integral part of work performance (e.g. working with chemicals)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Taste</b> – use of taste is an integral part of work performance (e.g. food preparation)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Touch</b> – use of touch is an integral part of work performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>PSYCHOSOCIAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Distressed People</b> – e.g. emergency or grief situations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Aggressive and Uncooperative People</b> – e.g. drug/alcohol, dementia, mental illness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Unpredictable People</b> – e.g. dementia, mental illness, head injuries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Restraining</b> – involvement in physical containment of patients/clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Exposure to Distressing Situations</b> – e.g. child abuse, viewing dead/mutilated bodies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>ENVIRONMENTAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Dust</b> – exposure to atmospheric dust	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Gases</b> – working with explosive or flammable gases requiring precautionary measures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fumes</b> – exposure to noxious or toxic fumes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Liquids</b> – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hazardous Substances</b> – e.g. dry chemicals, glues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Noise</b> – environmental/background noise necessitates people raise their voice to be heard	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate Lighting</b> – risk of trips, falls or eyestrain	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sunlight</b> – risk of sunburn exists from spending more than 10 minutes per day in sunlight	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Extreme Temperatures</b> – environmental temperatures are less than 15°C or more than 35°C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Confined Spaces</b> – areas where only one egress (escape route) exists	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Slippery or Uneven Surfaces</b> - greasy or wet floor surfaces, ramps, uneven ground	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate Housekeeping</b> - obstructions to walkways and work areas cause trips and falls	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Working At Heights</b> – ladders/stepladders/scaffolding are required to perform tasks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Biological Hazards</b> – exposure to body fluids, bacteria, infectious diseases	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Finance and Performance Business Partner



<b>POSITION TITLE</b> (200 characters limit)	Finance and Performance Business Partner
<b>POSITION NUMBER (from Stafflink)</b> <b><u>MANDATORY</u></b>  If this is a new position, acquire the position number after the new position has been created.	TBA
<b>AWARD</b>	Health Managers (State) Award
<b>POSITION CLASSIFICATION</b>	Health Service Manager 4
<b>LOCATION</b>	Network
<b>DOES THIS ROLE MANAGE/ SUPERVISE OTHERS?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>DOES THIS REQUIRE SENIOR EXECUTIVE LEVEL STANDARDS?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<p><b>PRIMARY PURPOSE</b></p> <p><b>/(2800 characters limit in ROB)</b></p>	<p>The Finance and Performance Business Partner plays a pivotal role in integrating financial and business acumen within the Clinical Operations Directorate to support and enhance the delivery of clinical services.</p> <p>The purpose of this role is to provide comprehensive financial and strategic advice to the Clinical Streams and Site Leadership, ensuring effective and efficient operation aligned with the strategic objectives of the Network. This involves a range of responsibilities, including the development of performance and activity reports, advising on financial and FTE performance, and managing detailed budgeting processes within the NSW Health funding framework.</p> <p>The role is accountable for ensuring that clinical services are delivered in a financially sustainable manner, through the development and management of budgets, service agreements, and performance monitoring systems. The Finance and Performance Business Partner will also provide expert advice on asset and equipment requirements, risk management strategies, and undertake specific projects related to stream related activities. Additionally, the role involves close collaboration with various internal stakeholders, including Finance Managers, Stream Directors, Corporate Finance and the Performance Unit, to optimise financial performance and support the strategic and operational goals of the clinical streams.</p>
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## KEY ACCOUNTABILITIES

**(3100 characters limit in ROB)**

*A high level description of the outcomes the role is expected to deliver.*

*'Key Accountabilities' should be:*

*- outcome focused, rather than process focused*

*- ordered in importance and/or frequency*

*- as specific to the role as possible while not detailing tasks.*

*There should be no more than 6-8 'Key Accountabilities' in total.*

- Under the leadership of the Finance Managers, generate monthly performance reports for the stream, encompassing detailed variance analysis, forecasts, and strategic recommendations for improvement.
- Develop and maintain detailed activity and performance budgets for departments within the streams, aligning with NSW Health funding frameworks. Recommend resourcing strategies, model of care alterations, and service plans in sync with the Network Clinical Service Plan.
- Offer expert advice to Stream Directors on the complexities and implications of Activity Based Funding for individual specialities, aiding in strategic alignment and performance optimisation.
- Collaborate with the Performance Unit and Corporate Finance to provide Stream Directors with timely insights on stream KPIs, including variance explanations, to guide decision-making and performance enhancement.
- Engage in the development and oversight of the organization's Financial Sustainability Plan. Assist in monitoring program performance, and contribute to the budgeting process, ensuring accurate data provision for the NSW Health reporting system.
- Provide commercial and strategic advice to support the Stream Directors to maximise efficiency, value for money and effectiveness.
- Provide informed recommendations on the Program's asset and equipment needs, analysing whole life cycle costs and suggesting risk management mitigation strategies.
- Effectively develop, manage, and maintain inter-facility service agreements, ensuring equitable financial and activity implications. Monitor and manage associated data to support strategic and operational goals.

<p><b>KEY CHALLENGES</b></p> <p><b>(max 3)</b></p> <p>(700 characters limit)</p> <p><i>The challenges that are regularly encountered in the role.</i></p> <p><i>The Key Challenges should not restate the Key Accountabilities. <b><u>There should be minimum of 1 and maximum of 3 "Key Challenges" in total.</u></b></i></p>	<p><b>Challenges / Problem Solving:</b></p> <ul style="list-style-type: none"> <li>• A deep understanding of both finance and clinical operations, with a focus on aligning financial performance with clinical service delivery. The challenge lies in effectively integrating these two aspects to enhance the delivery of clinical services.</li> <li>• Managing detailed budgeting processes and performance monitoring within the NSW Health funding framework. The role demands the development and management of accurate and efficient budgets, while also ensuring that clinical services are financially sustainable.</li> <li>• Extensive collaboration with various internal stakeholders, such as Finance Managers, Stream Directors, and Corporate Finance. Providing comprehensive financial and strategic advice to these stakeholders, each with their own specific needs and perspectives will be a complex challenge.</li> </ul> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>• Managing a wide range of relationships and communication with internal and external stakeholders</li> <li>• Strong interpersonal skills and confidence to liaise with internal and external stakeholders</li> </ul> <p><b>Decision Making</b></p> <p>Make day to day operational decisions autonomously ensuring actions taken are in the best interest of the Network</p>	
<p><b>KEY RELATIONSHIPS (internal)</b></p> <p><b>(max 3)</b></p> <p>(200 characters limit)</p> <p><i>The key stakeholders and customers the role is expected to interact with routinely, rather than periodically.</i></p> <p><i>Relationships with both internal (within the department/agency) and external (outside the department/agency) stakeholders should be included where relevant.</i></p> <p><i>All roles require interaction with internal stakeholders, however some roles may not interact with external stakeholders.</i></p>	<p><b>WHO</b></p>	<p><b>WHY</b></p>
	<p>1. Finance Manager</p>	<p>Direct reporting line to the Finance Managers at Westmead and Randwick who will provide strategic direction and advise to ensure work is standardised and aligned with Network's objectives and requirements.</p>
	<p>2. Clinical Stream Directors and Departments</p>	<p>Ensure business partnering and customer service at the highest level for all the clinical requirements</p>
	<p>3. Other Cross functional teams</p>	<p>Work with cross functional teams to ensure all needs of clinical operations are met and worked through in a collaborative manner.</p>
<p><b>KEY RELATIONSHIPS (external)</b></p>	<p><b>WHO</b></p>	<p><b>WHY</b></p>

<b>(max 2)</b> (200 characters limit)  As above	1. Campus Partners	South Eastern Sydney, University of NSW, Children's Cancer Institute and other Campus Partners in the Precinct to ensure collaboration and appropriate outcomes for SCHN
	2. Ministry of Health	Ministry of Health is the system Manager and reporting will be required through the Network Finance Team.
<b>IS THIS A PUBLIC SENIOR EXECUTIVE ROLE WHICH MANAGES RELATIONSHIPS AT THE MINISTERIAL LEVEL?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Other \$ _____ please specify the monetary value of the financial delegation (ex: 5000.00).
<b>FINANCIAL DELEGATION</b>	<input checked="" type="checkbox"/> As per delegation manual	
<b>ESSENTIAL REQUIREMENTS</b> (700 characters in word)	<b>Vaccination Category (A or B):</b> <b>WWCC (Yes/No):</b> <b>Qualifications/ Licenses/ Registrations (award requirement):</b>	
	<b>Work Health and Safety:</b> <u>Select which of the following applies:</u>  <input type="checkbox"/> <b>Supervisor</b> 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.  <p style="text-align: center;"><b><u>OR</u></b></p> <input checked="" type="checkbox"/> <b>Non-Supervisor</b> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing	
<b>SELECTION CRITERIA</b> (700 characters for each criteria in word)  <b>(max 8)</b>	1.	Relevant tertiary qualification within finance discipline with current membership to Australian accounting body and/or demonstrated experience in managing financial operations of a complex Health Service (or similar body).
	2.	Demonstrated understanding of the health data systems in NSW particularly those relate to case mix funding, costing and patient care and the ability to analyse data to aid decision making.



	3. Demonstrated ability in financial management, including the development and management of budgets, variance analysis, and strategic financial planning within a healthcare or similarly complex context.
	4. Demonstrated experience in effectively collaborating with various internal stakeholders to optimise financial performance and support strategic goals.
	5. Excellent communication skills, both verbal and written, with the ability to articulate complex financial concepts to non-financial stakeholders and collaborate effectively across different departments.
	6. Demonstrated ability to develop strategic and business plans, business cases, and deliver programs in line with performance agreements including improvement projects (cost reduction, revenue optimisation and/or productivity/efficiency improvements).
	7. Demonstrated experience applying a sound understanding of the business of Health Services in providing expert advice to support the achievement of clinical service delivery KPIs within available funding.
	8.
<p><b>OTHER REQUIREMENTS</b>  <u>(Standard text do not amend)</u>  (3100 characters in word)</p>	<p>Understand and practice person centred care.</p> <p>Work in partnership with consumers on improving and evaluating the delivery of services.</p> <p>Actively participate in quality improvement activities.</p> <p>Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.</p> <p>Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.</p> <p>Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.</p> <p>Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/employees</p> <p><b>Develop and provide ongoing education, training and support regarding financial management systems, controls and processes through the facility.</b></p> <p><b>Recruit, coach, mentor and performance develop staff to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit.</b></p>

Actively participate in professional development and performance review activities.

### Job Demands Checklist (editable)

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position.

**This form is to be completed in consultation with the manager/supervisor of the position being recruited for.**

Job Demands Frequency Key:

- I = Infrequent**                    intermittent activity exists for a short time on a very infrequent basis
- O = Occasional**                activity exists up to 1/3 of the time when performing the job
- F = Frequent**                    activity exists between 1/3 and 2/3 of the time when performing the job
- C = Constant**                   activity exists for more than 2/3 or the time when performing the job
- R = Repetitive**                 activity involved repetitive movements
- N = Not Applicable** activity is not required to perform the job

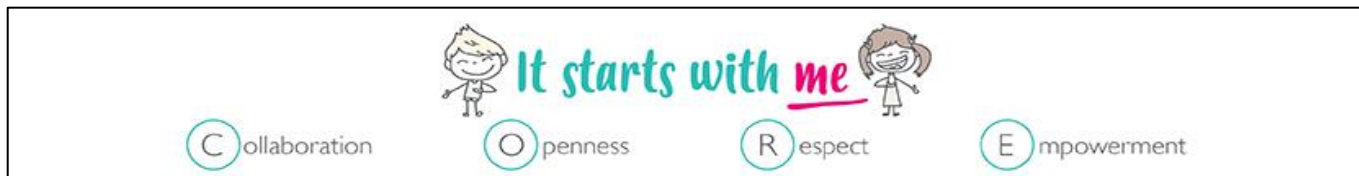
**Note:** any entries not assigned a value will be automatically set to "N"

PHYSICAL DEMANDS - Description (comment)	FREQUENCY					
	N	I	O	F	C	R
<b>Sitting</b> – remaining in a seated position to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Standing</b> – remaining standing without moving about to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Walking</b> – floor type: even/uneven/slippery, indoors/outdoors, slopes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Running</b> – floor type: even/uneven/slippery, indoors/outdoors, slopes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bend/Lean Forward from Waist</b> – forward bending from the waist to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Trunk Twisting</b> – turning from the waist while sitting or standing to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kneeling</b> – remaining in a kneeling posture to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Squatting/Crouching</b> – adopting a squatting or crouching posture to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leg/Foot Movement</b> – use of leg and/or foot to operate machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climbing (stairs/ladders)</b> – ascend/descend stairs, ladders, steps	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Lifting/Carrying</b> – light lifting and carrying (0 to 9 kg)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – moderate lifting and carrying (10 to 15 kg)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – heavy lifting and carrying (16kg and above)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reaching</b> – arms fully extended forward or raised above shoulder	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pushing/Pulling/Restraining</b> – using force to hold/restrain or move objects toward or away from the body	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Head/Neck Postures</b> – holding head in a position other than neutral (facing forward)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hand and Arm Movements</b> – repetitive movements of hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Grasping/Fine Manipulation</b> – gripping, holding, clasping with fingers or hands	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work at Heights</b> – using ladders, footstools, scaffolding, or other objects to perform work	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Driving/Riding</b> – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SENSORY DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Sight</b> – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Hearing</b> – use of hearing is an integral part of work performance (e.g. phone enquiries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Smell</b> – use of smell is an integral part of work performance (e.g. working with chemicals)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Taste</b> – use of taste is an integral part of work performance (e.g. food preparation)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Touch</b> – use of touch is an integral part of work performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>PSYCHOSOCIAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Distressed People</b> – e.g. emergency or grief situations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Aggressive and Uncooperative People</b> – e.g. drug/alcohol, dementia, mental illness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Unpredictable People</b> – e.g. dementia, mental illness, head injuries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Restraining</b> – involvement in physical containment of patients/clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Exposure to Distressing Situations</b> – e.g. child abuse, viewing dead/mutilated bodies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>ENVIRONMENTAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					

	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Dust</b> – exposure to atmospheric dust	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Gases</b> – working with explosive or flammable gases requiring precautionary measures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fumes</b> – exposure to noxious or toxic fumes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Liquids</b> – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hazardous Substances</b> – e.g. dry chemicals, glues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Noise</b> – environmental/background noise necessitates people raise their voice to be heard	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate Lighting</b> – risk of trips, falls or eyestrain	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sunlight</b> – risk of sunburn exists from spending more than 10 minutes per day in sunlight	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Extreme Temperatures</b> – environmental temperatures are less than 15°C or more than 35°C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Confined Spaces</b> – areas where only one egress (escape route) exists	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Slippery or Uneven Surfaces</b> - greasy or wet floor surfaces, ramps, uneven ground	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate Housekeeping</b> - obstructions to walkways and work areas cause trips and falls	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Working At Heights</b> – ladders/stepladders/scaffolding are required to perform tasks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Biological Hazards</b> – exposure to body fluids, bacteria, infectious diseases	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Associate Director, Finance



<b>POSITION TITLE</b> (200 characters limit)	Associate Director, Finance
<b>POSITION NUMBER (from Stafflink)</b> <b><u>MANDATORY</u></b>  If this is a new position, acquire the position number after the new position has been created.	TBA – existing
<b>AWARD</b>	Health Managers (State) Award
<b>POSITION CLASSIFICATION</b>	Health Service Manager 5
<b>LOCATION</b>	Network
<b>DOES THIS ROLE MANAGE/ SUPERVISE OTHERS?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>DOES THIS REQUIRE SENIOR EXECUTIVE LEVEL STANDARDS?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<p><b>PRIMARY PURPOSE</b></p> <p><b>(2800 characters limit in ROB)</b></p>	<p>The primary purpose of this role is to serve as a key strategic advisor and financial expert within SCHN, particularly focusing on aligning the Ministry of Health Service Agreement funding with SCHN's funding requirements. This involves a critical analysis and evaluation of these agreements, supporting the Director of Finance in negotiation processes, and ensuring compliance and alignment with organisational objectives.</p> <p>The role also encompasses acting as a strategic partner across the organisation, offering expert advice and support on major initiatives related to workforce, finance, and performance, including financial modelling, data analysis, and strategic planning. A significant responsibility includes leading the development and implementation of Financial Impact Statements for new builds, assessing, and improving existing statements, and collaborating with stakeholders for effective implementation.</p> <p>Additionally, this role provides business management support for Oncology at CHW, and offers mentorship to junior finance professionals in areas of financial management and operational efficiency. The role requires providing expert advice and support to the Director of Finance on strategic and operational finance and performance issues as needed.</p>
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## KEY ACCOUNTABILITIES

**(3100 characters limit in ROB)**

*A high level description of the outcomes the role is expected to deliver.*

*'Key Accountabilities' should be:*

*- outcome focused, rather than process focused*

*- ordered in importance and/or frequency*

*- as specific to the role as possible while not detailing tasks.*

*There should be no more than 6-8 'Key Accountabilities' in total.*

- Critically review, analyse, and evaluate the Ministry of Health Service Agreements to ensure compliance and alignment with the organizational goals. Assist the Director of Finance in negotiating activities related to these agreements.
- Act as a strategic partner by providing expert advice and support on key organisational-wide initiatives related to workforce, finance, and performance. This includes financial modelling, data analysis, and strategic planning.
- Take a leading role in the development and implementation of the Financial Impact Statements (FIS) review for the organisation, focused on the new builds. This includes assessing and reviewing the existing FIS, recommending improvements, and working with various stakeholders to enable implementation.
- Provide Business Management Support for Oncology, CHW.
- Provide mentoring support to junior and upcoming finance professionals in areas such as financial management and operational efficiencies.
- Provide expert advice and support to the Director of Finance on an as-needed basis, in matters related to strategic or operational finance and performance.

<p><b>KEY CHALLENGES</b></p> <p><b>(max 3)</b></p> <p>(700 characters limit)</p> <p><i>The challenges that are regularly encountered in the role.</i></p> <p><i>The Key Challenges should not restate the Key Accountabilities. <b><u>There should be minimum of 1 and maximum of 3 "Key Challenges" in total.</u></b></i></p>	<p><b>Challenges / Problem Solving:</b></p> <ul style="list-style-type: none"> <li>• This role involves critically reviewing and evaluating the Ministry of Health Service Agreements to ensure they align with and support the organisation's broader goals. It also includes assisting in negotiations related to these agreements to maintain compliance and strategic alignment.</li> <li>• The role demands acting as a strategic partner, offering expert advice on key organisational initiatives related to workforce, finance, and performance. This includes complex tasks like financial modelling, data analysis, and strategic planning for the Financial Impact Statements requiring a high level of expertise and foresight.</li> <li>• The role involves enhancing operational efficiencies through strategic foresight and offering support in financial management, necessitating a balance of leadership skills and technical knowledge.</li> </ul>	
	<p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>• Managing a wide range of relationships and communication with internal and external stakeholders</li> <li>• Strong interpersonal skills and confidence to liaise with internal and external stakeholders</li> </ul>	
	<p><b>Decision Making</b></p> <p>Make day to day operational decisions autonomously ensuring actions taken are in the best interest of the Network</p>	
<p><b>KEY RELATIONSHIPS (internal)</b></p> <p><b>(max 3)</b></p> <p>(200 characters limit)</p> <p><i>The key stakeholders and customers the role is expected to interact with routinely, rather than periodically.</i></p> <p><i>Relationships with both internal (within the department/agency) and external (outside the department/agency) stakeholders should be included where relevant.</i></p> <p><i>All roles require interaction with internal stakeholders, however some roles may not interact with external stakeholders.</i></p>	<p><b>WHO</b></p>	<p><b>WHY</b></p>
	<p>1. Director of Finance and Corporate Services</p>	<p>Direct reporting line to the Director of Finance and Corporate Services. Seek direction and provide expert advise to the directors to ensure strategic objectives and requirements of the Network are addressed.</p>
	<p>2. Finance</p>	<p>Collaborate closely with both Corporate Finance and Finance and Performance Business Partnering teams to ensure alignment of strategy to operations</p>
	<p>3. Other Cross functional teams</p>	<p>Work with cross functional teams to ensure all needs of clinical operations are met and worked through in a collaborative manner.</p>
<p><b>KEY RELATIONSHIPS (external)</b></p>	<p><b>WHO</b></p>	<p><b>WHY</b></p>



<b>(max 2)</b> (200 characters limit)  <i>As above</i>	1. Ministry of Health	Ministry of Health is the system Manager and will be critical for service agreement discussions and budget setting for the Network.
	2. Ministry of Health	Ministry of Health is the system Manager and reporting will be required through the Network Finance Team.
<b>IS THIS A PUBLIC SENIOR EXECUTIVE ROLE WHICH MANAGES RELATIONSHIPS AT THE MINISTERIAL LEVEL?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Other \$ _____ please specify the monetary value of the financial delegation (ex: 5000.00).
<b>FINANCIAL DELEGATION</b>	<input checked="" type="checkbox"/> As per delegation manual	
<b>ESSENTIAL REQUIREMENTS</b> (700 characters in word)	<b>Vaccination Category (A or B):</b> <b>WWCC (Yes/No):</b> <b>Qualifications/ Licenses/ Registrations (award requirement):</b>	
	<b>Work Health and Safety:</b> <u>Select which of the following applies:</u>  <input type="checkbox"/> <b>Supervisor</b> 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.  <p style="text-align: center;"><b><u>OR</u></b></p> <input checked="" type="checkbox"/> <b>Non-Supervisor</b> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing	
<b>SELECTION CRITERIA</b> (700 characters for each criteria in word)  <b>(max 8)</b>	9. A tertiary qualification in a related discipline, and/or extensive industry experience.	
	10. Detailed knowledge and understanding of Activity Based Funding and the Health Reform Agenda, and the ability to apply the principles to achieve the Networks strategic objectives.	

	11. High level skills in budgeting and analysis of activity data and providing leadership in the interpretation of results to improve performance.
	12. Extensive experience in the development of business plans, quality improvement, benchmarking & process redesign.
	13. Exceptional leadership, interpersonal and communication skills, and the demonstrated ability to lead and liaise with multi- disciplinary teams in the successful delivery of organisational performance.
	14. Demonstrated knowledge and application of the concepts, principles and practices of health policy and planning, public administration, general management, and associated areas relevant to the position.
	15. Demonstrated capacity to communicate, consult and negotiate effectively with the community, senior health professionals, management and staff, senior executives of Government agencies and other stakeholders.
	16.
<p><b>OTHER REQUIREMENTS</b>  <u>(Standard text do not amend)</u>  (3100 characters in word)</p>	<p>Understand and practice person centred care.</p> <p>Work in partnership with consumers on improving and evaluating the delivery of services.</p> <p>Actively participate in quality improvement activities.</p> <p>Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.</p> <p>Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.</p> <p>Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.</p> <p>Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/employees</p> <p><b>Develop and provide ongoing education, training and support regarding financial management systems, controls and processes through the facility.</b></p>

	<p><b>Recruit, coach, mentor and performance develop staff to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit.</b></p> <p><b>Actively participate in professional development and performance review activities.</b></p>
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### Job Demands Checklist (editable)

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. **This form is to be completed in consultation with the manager/supervisor of the position being recruited for.**

Job Demands Frequency Key:

- I = Infrequent**                      intermittent activity exists for a short time on a very infrequent basis
- O = Occasional**                  activity exists up to 1/3 of the time when performing the job
- F = Frequent**                      activity exists between 1/3 and 2/3 of the time when performing the job
- C = Constant**                    activity exists for more than 2/3 or the time when performing the job
- R = Repetitive**                  activity involved repetitive movements
- N = Not Applicable** activity is not required to perform the job

**Note:** any entries not assigned a value will be automatically set to "N"

PHYSICAL DEMANDS - Description (comment)	FREQUENCY					
	N	I	O	F	C	R
<b>Sitting</b> – remaining in a seated position to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Standing</b> – remaining standing without moving about to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Walking</b> – floor type: even/uneven/slippy, indoors/outdoors, slopes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Running</b> – floor type: even/uneven/slippy, indoors/outdoors, slopes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bend/Lean Forward from Waist</b> – forward bending from the waist to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Trunk Twisting</b> – turning from the waist while sitting or standing to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kneeling</b> – remaining in a kneeling posture to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Squatting/Crouching</b> – adopting a squatting or crouching posture to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Leg/Foot Movement</b> – use of leg and/or foot to operate machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climbing (stairs/ladders)</b> – ascend/descend stairs, ladders, steps	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – light lifting and carrying (0 to 9 kg)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – moderate lifting and carrying (10 to 15 kg)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lifting/Carrying</b> – heavy lifting and carrying (16kg and above)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reaching</b> – arms fully extended forward or raised above shoulder	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pushing/Pulling/Restraining</b> – using force to hold/restrain or move objects toward or away from the body	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Head/Neck Postures</b> – holding head in a position other than neutral (facing forward)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hand and Arm Movements</b> – repetitive movements of hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Grasping/Fine Manipulation</b> – gripping, holding, clasping with fingers or hands	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work at Heights</b> – using ladders, footstools, scaffolding, or other objects to perform work	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Driving/Riding</b> – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SENSORY DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Sight</b> – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Hearing</b> – use of hearing is an integral part of work performance (e.g. phone enquiries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Smell</b> – use of smell is an integral part of work performance (e.g. working with chemicals)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Taste</b> – use of taste is an integral part of work performance (e.g. food preparation)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Touch</b> – use of touch is an integral part of work performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>PSYCHOSOCIAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Distressed People</b> – e.g. emergency or grief situations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Aggressive and Uncooperative People</b> – e.g. drug/alcohol, dementia, mental illness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Unpredictable People</b> – e.g. dementia, mental illness, head injuries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Restraining</b> – involvement in physical containment of patients/clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Exposure to Distressing Situations</b> – e.g. child abuse, viewing dead/mutilated bodies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>ENVIRONMENTAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>					
	<b>N</b>	<b>I</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>R</b>
<b>Dust</b> – exposure to atmospheric dust	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Gases</b> – working with explosive or flammable gases requiring precautionary measures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fumes</b> – exposure to noxious or toxic fumes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Liquids</b> – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hazardous Substances</b> – e.g. dry chemicals, glues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Noise</b> – environmental/background noise necessitates people raise their voice to be heard	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate Lighting</b> – risk of trips, falls or eyestrain	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sunlight</b> – risk of sunburn exists from spending more than 10 minutes per day in sunlight	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Extreme Temperatures</b> – environmental temperatures are less than 15°C or more than 35°C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Confined Spaces</b> – areas where only one egress (escape route) exists	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Slippery or Uneven Surfaces</b> - greasy or wet floor surfaces, ramps, uneven ground	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inadequate Housekeeping</b> - obstructions to walkways and work areas cause trips and falls	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Working At Heights</b> – ladders/stepladders/scaffolding are required to perform tasks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Biological Hazards</b> – exposure to body fluids, bacteria, infectious diseases	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix B – Finance and Performance Business Partner Ward Alignment

The following table provides an overview of the proposed Finance and Performance alignment to Wards across the two hospitals.

Finance and Performance Business Partners	Finance and Performance Business Partner – Critical Care	Finance and Performance Business Partner – Medical	Finance and Performance Business Partner – Critical Care	Finance and Performance Business Partner – Critical Care	Finance and Performance Business Partner – Connected Care	Finance and Performance Business Partner – Critical Care	Finance and Performance Business Partner – Diagnostic, Pathology, and Imaging	Finance and Performance Business Partner – Connected Care	Finance and Performance Business Partner – Medical	Finance and Performance Business Partner – Priority Populations	Finance and Performance Business Partner – Surgical and Anaesthetics
Lead	Cardiac	Oncology, Palliative Care, Bear Cottage	NETS	Poisons Information Centre	Pharmacy	Critical Care	Diagnostics	Connected Care	Medical	Priority Populations	Surgical and Anaesthetics
CHW Director Nursing – operational lead	Edgar Stephen Ward	Camperdown Ward Oncology Treatment Centre Bear Cottage				Emergency Department Grace Centre for Newborn Intensive Care Paediatric ICU			Clancy Ward Commercial Travellers Ward Hunter Baillie Ward CSSU Variety Ward	Hall Ward Wade Ward	Orthopaedic Ward Surgical Ward Clubbe Ward
SCH Director Nursing – operational lead		C2W C2N				Emergency Department Children's ICU			C3 West	Saunders Ward C3 South	C1 South West C2S C1S

Note: Other wards added through growth will need to be absorbed by the respective streams based on operational allocation.