

PROPOSED INTEGRATED CARE DIRECTORATE REALIGNMENT CONSULTATION DOCUMENT



Integrated Care Directorate

14 April 2021



Health
Western NSW
Local Health District

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1. Background

The Integrated Care Directorate provides a range of strategic, operational (clinical) and clinical support services. These are provided locally, across the LHD, some cross border to FWLHD and State-wide. These services and programs are closely governed through State or Commonwealth reporting for contracted activities, workforce, patient experience and values based systems of care. Partnerships with other health and social care agencies are foundational to meeting the needs of our vulnerable populations.

- **Aged Care Services**

- Central Intake
- Regional Assessment Service
- ComPacks & SASH ComPacks
- Home Care Packages
- Transitional Aged Care Packages
- Aged Care Assessment Services
- Geriatric Medicine

Strategic responsibilities:

- ASET & AARCS
- AN-AAC Shadow Assessments
- Aged Dementia/Delirium
- Catholic Health Care ACAT/Aged Health
- Community Dept Veterans Affairs revenue
- Community Home Support Program

- **Kids and Families**

- Aboriginal Maternal & Infant Health Program
- Rural Midwifery Program
- State-wide Infant Hearing Screening
- Paediatric Strategies
- Child and Family Health Nursing policy
- Wellbeing and Health In-reach Nurses (WHIN)
- First 2,000 Days of Life Strategy & Services
- Child Protection Services
- Rural New Street Service
- Child Wellbeing Unit (**State-wide**)
- Out of Home Care Program
- JCPRP (Joint Child Protection Response and Prevention)
- Sexual Assault Services
Sexual assault forensic medical and counselling services
Sexual assault assessment service
- PARVAN (Prevention and response to Violence and Neglect)

Strategic responsibilities:

- Aboriginal Child & Family Health Building Strong Foundations
- Universal Health Home visiting
- StEPS (State-wide 4 year old hearing, eyesight program)
- Child Protection Counselling
- Sexual Assault Counselling
- Child and Family Health Nursing
- Child Obesity Strategy – Height and Weight

- **Oral Health Services**

- Oral Health Clinics
- Mobile Dental Clinic
- Oral Health Contact Centre
- Dental Voucher scheme
- National Child Dental Benefits Scheme
- National Partnership Agreement

- **HIV and Related Programs**

- Blood borne virus prevention program
- Hepatitis C
- Needle Syringe Program
- Sexual health
- HIV prevention

Research Projects:

- Dried Blood Spot
- Antiviral hepatitis C treatments-regional NSW.
- REACH C – Dubbo Liver Clinic

- **Women's Health**

- Women's Health Strategies
- Cervical screening
- Health Promotion for Women's Health

- **Integrated Care Strategies**

- Planned Care for Better Health Program (formerly: Integrated Care for People with Chronic Conditions
- Acute Care Coordinators
- Community Based Coordinators
- ED to Community Project (Bathurst & Orange)
- ED to Residential Aged Care (Bathurst)
- HITH Ambulatory Care
- Remote Health Home monitoring Project
- Carer Support Program
- Justice Health Project
- Community Nursing strategic directions, program and clinical support

- **Performance and Service Development**

- Performance reporting and monitoring ICD
- Service development support for ICD
- Non MPS Residential Aged Care COVID coordination
- Lead development of ICD service strategies
- National Health Services Directory
- Living Well Together implementation ICD
- CHOC Reporting/ Management Information

- **Executive Sponsorship**

- Collaborative Commissioning Project
- PARVAN – State-wide Service Redesign
- Ageing Strategy
- HITH and Ambulatory Care
- Kids and Families clinical stream
- Partnerships – a range including PHN, AMS
- Inter-Government strategies
- Health Executive Sponsorship
- Place Based demonstration project (Coonamble)
- Virtual health service development – community and ambulatory care
- Tresillian in Western
- First 2000 Days Strategy

Over the past two years, there has been a significant increase in the roles, responsibilities and complexity for several Divisions and teams within the Integrated Care Directorate. There is a requirement for the District to respond to these and other priorities and reforms at the State, Commonwealth and District level that impact on the programs and services managed strategically and operationally within the Directorate. Re-defining accountabilities within the teams will enable strategic and frontline services to be more equitably distributed, agile and integrated; and thus better positioned to meet contemporary strategic directions in responding to the changing needs of our vulnerable rural and remote communities.

Some of these key reforms and priorities include:

- **Prevention and Response to Violence Abuse and Neglect (PARVAN)**

The State-wide redesign process to integrate PARVAN services focuses on ensuring that the District works in a closer partnership with whole of Government and Non-Government agencies to deliver services to children, young people and adults who are victims of violence, abuse and neglect based on evidence; and by providing culturally safe and trauma informed responses.

- **Women's Health**

The LHD has undertaken a review of existing Women's Health services in line with the NSW Women's Health Framework (released in 2020) and changing requirements for the frequency of Cervical Screening. The recommendations include moving our services to prioritise the most vulnerable populations in order to achieve improved health outcomes.

- **Maternity and Paediatrics**

The Rural Maternity service has been redesigning the local Midwifery workforce capacity and capability within a staged approach across the District. This focus is foundational to continue to improve the health and wellbeing of pregnant women and their families. A State-wide bundle of policy directions have recently been released that will require a comprehensive approach to implementation and governance.

- **Child and Family Health**

The Henry Review was commissioned by NSW Health and all of the recommendations accepted late in 2020. The implications for the District include a significant re-design of our Child and Family Health services, focus and strategies.

The First 2000 Days of Life directions have also increased the level of change and workload expected within the Child and Family Health team; including a new program is to be implemented for 6 Wellbeing and Health In-Reach Nurses (WHIN) within schools across the region.

- **Integrated Chronic Care**

A State-wide redesign is underway to design and implement *Planned Care for Better Health*. This approach moves from disease focused programs to a coordinated approach for those patients with very complex conditions who are at risk of hospitalisation.

- **Care in the Community (Including Alternatives to Hospitalisation)**

A range of alternatives to hospitalisation including Hospital in the Home (HiTH) and Ambulatory Care are being redesigned to meet the changing need of providing care closer to home, and in a community setting where safe and appropriate.

- **Aged Care**

New and streamlined models of care are being implemented at a NSW Health and Commonwealth level for a range of Aged Care services. These include assessment services, CHSP (Community Home Support Program), Regional Assessment Services (RAS), Aged Care Assessment Program (ACAT) and a range of other Home Care Programs. A new service is to be established in February 2021 for assessments within Residential Aged Care Facilities - Australian National Aged Care Classification (AN-ACC).

- **HARP (HIV, Aids and Related Program)**

The demand is increasing for these services for outreach to Western and Far Western LHD's.

- **Oral Health**

There continues to be high demand for Oral Health services; and the service plan outlines strategies for clinical services to respond to these continuing priorities in partnership with NGO's and private providers.

2. Objectives

2.1 Reason for Change

The key reasons for change include:

- Building capability to enable the various teams to fully function as a high performing team that operate as 'one team', regardless of location.
- Optimisation of processes to support greater effectiveness or efficiencies in order to free up capacity and redirect it towards providing sustainable services.
- Improved patient reported health outcomes and experience measures.
- A skilled and sustainable health workforce who are agile and lead changes required for contemporary service models and value based care.
- A more equitable distribution of the accountabilities across the Integrated Care Directorate.
- Increased organisational profile and career progression opportunities.

2.2 Type of Change

The range of changes required to meet the various significant reforms and strategies include:

- **Systems** – updated systems eg. Financial accountability, intake, referral, clinical information systems and documentation etc.
- **Enablers** – changes in utilisation of technology to support information sharing and data collection
- **Process change** – changes in the way we do things e.g. improved focus on partnering, increased intra-organisational collaboration for service design, monitoring and recruitment, improved task prioritisation etc.
- **New and integrated models of care** – The continued high focus on enhancing collaborative relationships with Government, Non-Government, Primary Health Networks and General Practitioners, that supports capacity and capability building in primary care to provide an integrated approach.
- **Change of job roles** – the above changes, together with other opportunities for improvement, will lead to a change in the role requirements of some of the existing staff profile.

2.3 Scope of Change

The primary area of change is within the Kids and Families, Carer Support Program, HARP and Women's Health teams; and includes changes to systems, process and roles within these teams at a **tier 3 and 4 level**. These changes may have an impact on other stakeholders outside of this team.

2.3.1 The Kids and Families teams include:

- Midwifery and Paediatric Strategies
- Maternal Child and Family Health Strategies
- Sexual Assault and Joint Child Protection and Response Program (JCPRP) Strategies
- Child Protection Strategies
- Violence Prevention and Response Strategies (PARVAN)

2.3.2 The HARP and Women's Health Service teams have been temporarily combined for the past 12 months while a Women's Health Service Review was underway. These teams include:

- HIV, AIDS, Hepatitis C, Needle Syringe Program, Sexual Health
- Women's Health clinical specialty services, cervical screening, education and support for vulnerable women and girls.

2.3.3 The Carer's Program includes strategic approaches to support carers as key to a patient's care team.

3. Key Stages & Processes

Stage 1 First round consultation 14 – 28 April 2021	Stage 2 Consultation 28 April 14 May 2021	Stage 3 Implementation Commences 21 May 2021
<p>Initial release of proposed realignment document for feedback</p> <ul style="list-style-type: none"> The <i>Integrated Care Directorate (ICD) Proposed Realignment Consultation document</i> and position descriptions distributed to: <ul style="list-style-type: none"> WNSW LHD ICD Directorate staff WNSW LHD Chief Executive WNSW LHD Executive Director Operations WNSW LHD Executive Director Workforce and Culture WNSW LHD Executive Director Quality, Clinical Safety and Nursing WNSW LHD Executive Director Allied Health and Innovation Health Services Union NSWNMA Individual consultation with potentially affected staff Consultation meetings held with ICD staff as appropriate Consultation feedback to be received by 28 April 2021. Feedback to be sent via email to: Julie.Cooper1@health.nsw.gov.au 	<p>Feedback considered, document revised as necessary and final structure released</p> <ul style="list-style-type: none"> Feedback considered and document revised as necessary Final structure released 7 May 2021 Feedback on final structure to be received by 14 May 2021 Feedback to be sent via email to: Julie.Cooper1@health.nsw.gov.au Final structure adopted by 18 May 2021 Further discussion with specific affected individuals, teams and union representatives if required 19 – 21 May 2021 EAP services offered to staff 	<p>Final structure adopted by 18 May 2021</p> <ul style="list-style-type: none"> Finalisation of role changes and reporting line changes Budget and cost centre workforce profile aligned Where applicable recruitment process to commence Recruitment processes finalised by end June 2021 An internal recruitment process will be undertaken for affected staff in the first instance Following this new positions will be advertised through a formal recruitment process Recruitment phase will adhere to the relevant recruitment and EEO policies and procedures

4. Current Structure – Overview

The following organisational charts outline the current structure covering tier 3 and 4. The details of the overall functions for each of the Divisions are outlined in the background. Section 5 provides details of the proposed structure for each of the Divisions.

4.1 Current Structure – Integrated Care Directorate

Provides an overview of *current overall* Directorate structure at tier 3 & 4 levels.

4.2 Current Structure – HARP & Women’s Health

Provides an overview of *current HARP & Women’s Health team* structure at tier 3 & 4 levels.

Both HARP and Women’s Health have some staff reporting directly to the HARP & Women’s Health Manager in the Integrated Care Directorate; and others reporting to various Health Service Manager’s within the Operations Directorate.

4.3 Current Structure – Performance & Service Development

Provides an overview of the *current* Integrated Care Directorate Performance & Service Development team.

4.4 Current Structure – Aged Care Services Division

Provides an overview of the *current* Aged Care Services Division.

4.5 Current Structure – Kids and Families Division

Provides an overview of the *current* Kids and Families teams at tier 3 & 4 levels including:

- Midwifery and Paediatric Strategies
- Maternal Child and Family Health Strategies
- Sexual Assault and Joint Child Protection and Response Program (JCPRP) Strategies
- Child Protection Strategies
- Violence Prevention and Response Strategies (PARVAN)

There have been significant changes at a NSW State level that have led to implementation of new and complex services and increased the roles and responsibilities.

4.6 Current Structure – Oral Health Services Division

Provides an overview of the *current* Oral Health Services Division.

4.7 Current Structure – Integrated Care Strategies Division

Provides an overview of the *current* Integrated Care Strategies Division

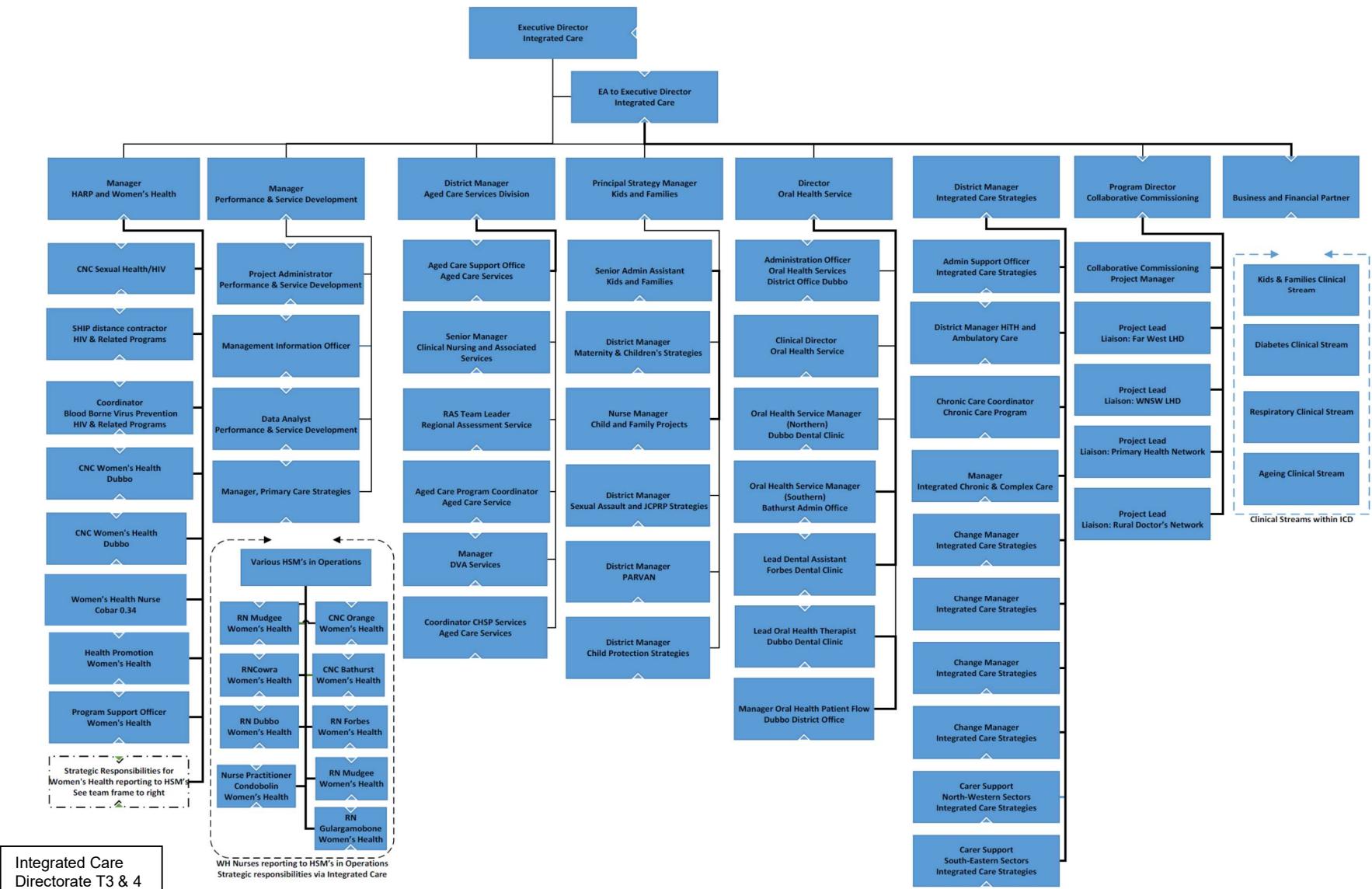
4.8 Current Structure – Collaborative Commissioning Program

Provides an overview of the *current* Collaborative Commissioning Program Team

4.9 Current Structure – Business and Financial Partner (In Directorate Organisational chart)

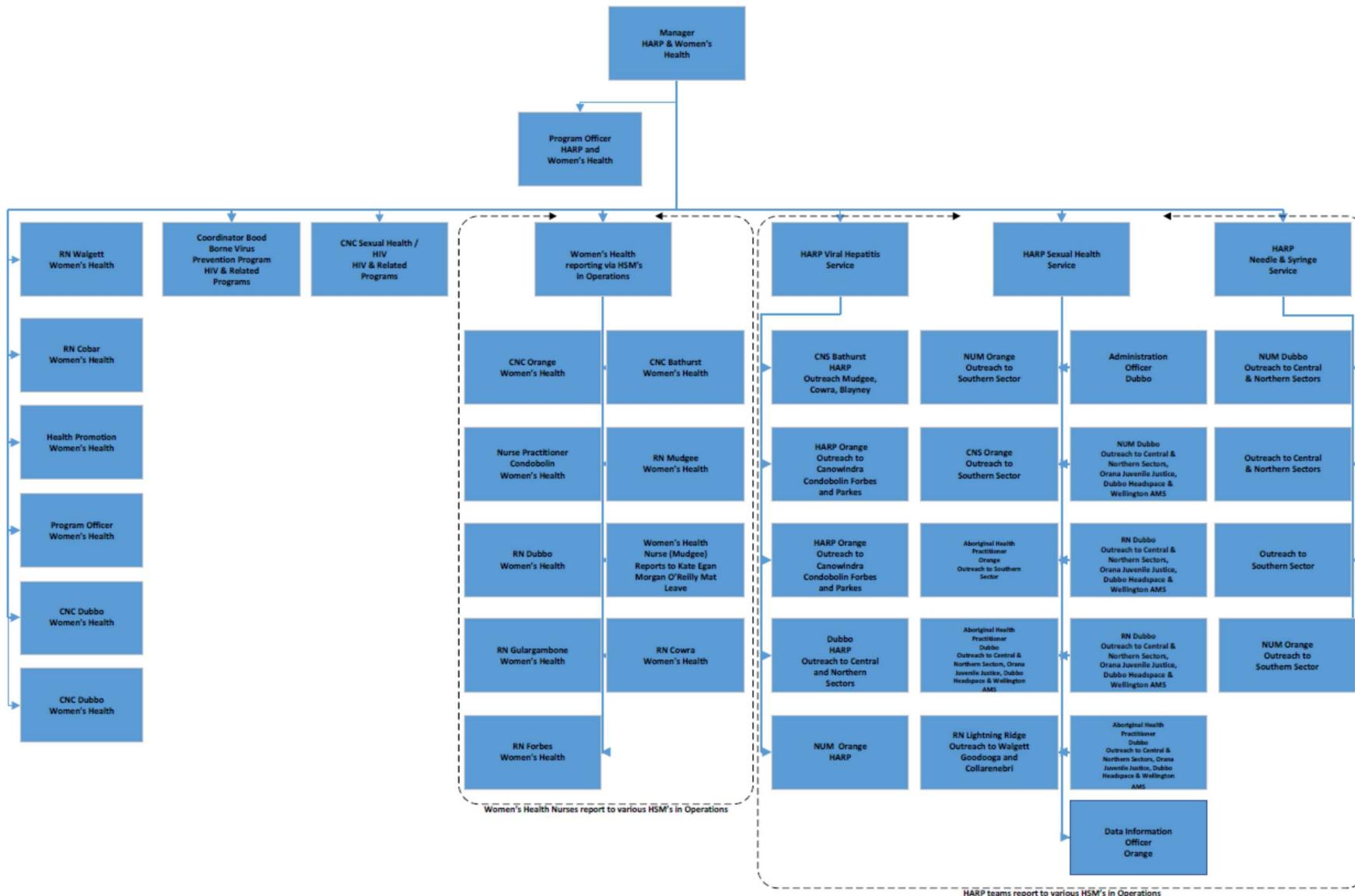
The Business and Financial Partner position is reflected in the current overall Directorate structure.

4.1 Current Structure – Integrated Care Directorate

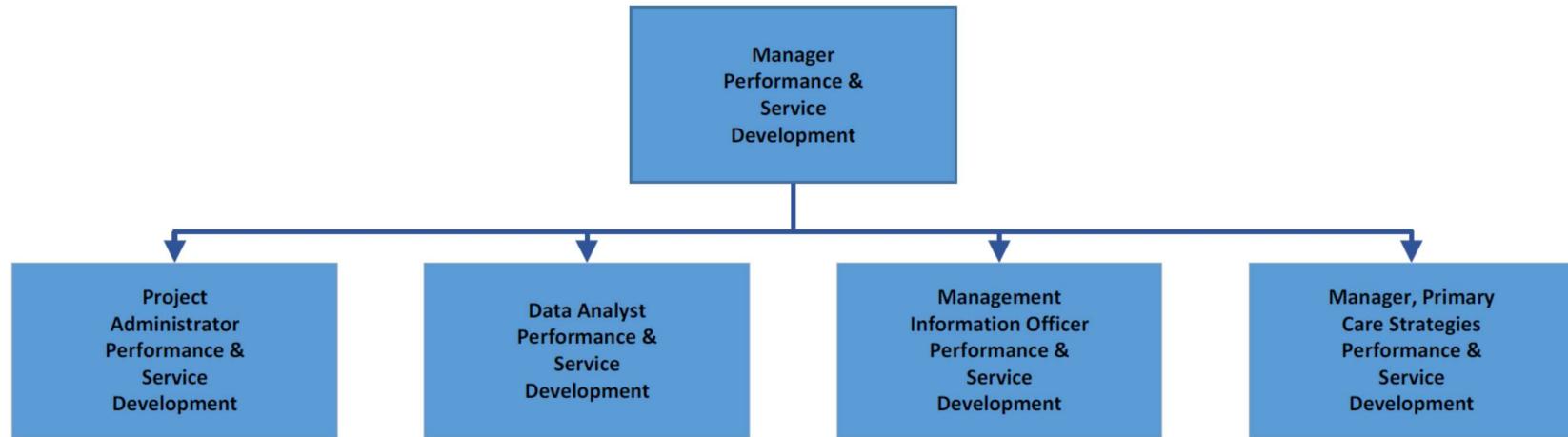


Integrated Care
Directorate T3 & 4

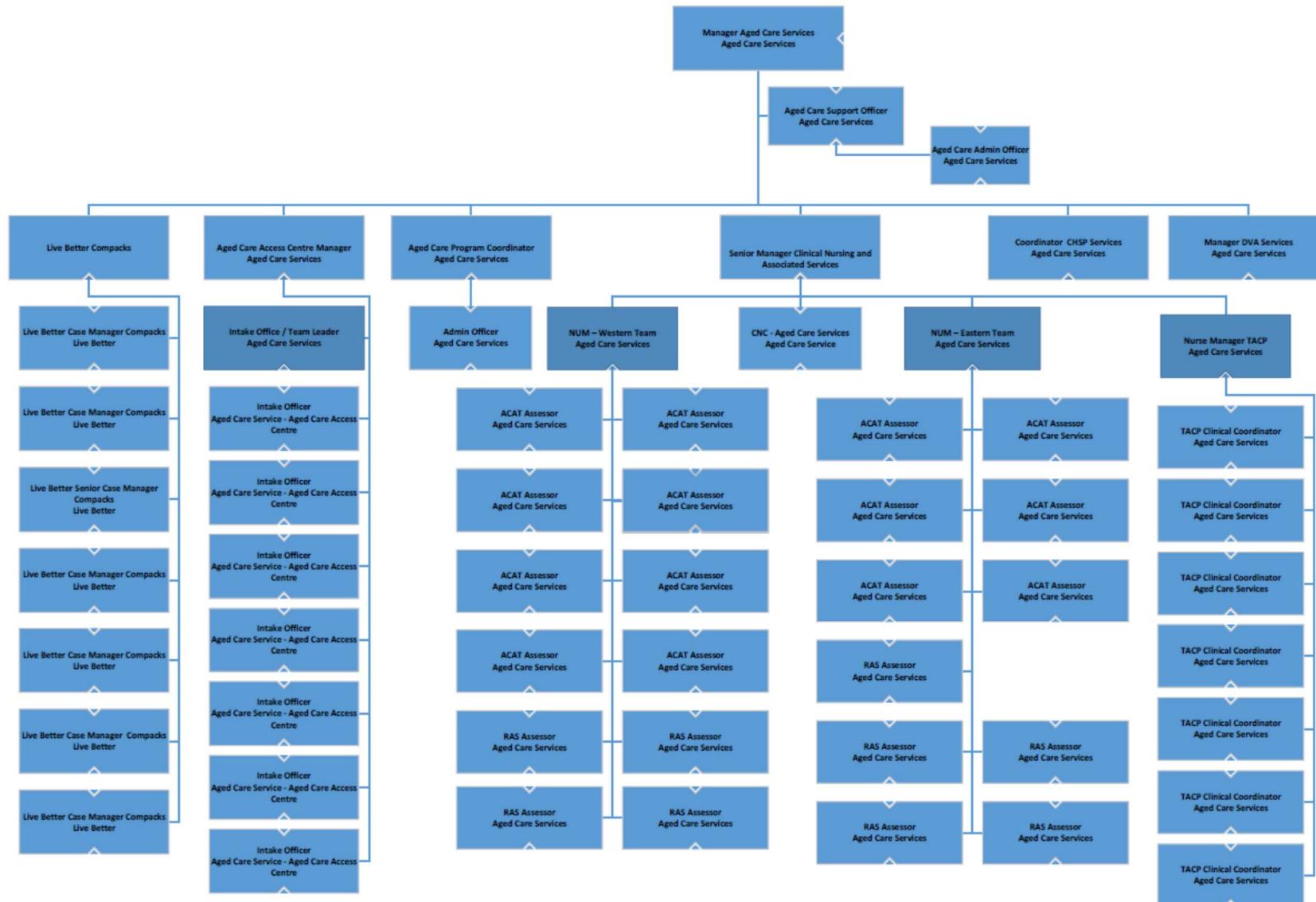
4.2 Current Structure – HARP (HIV, AIDS & Related Programs) and Women's Health



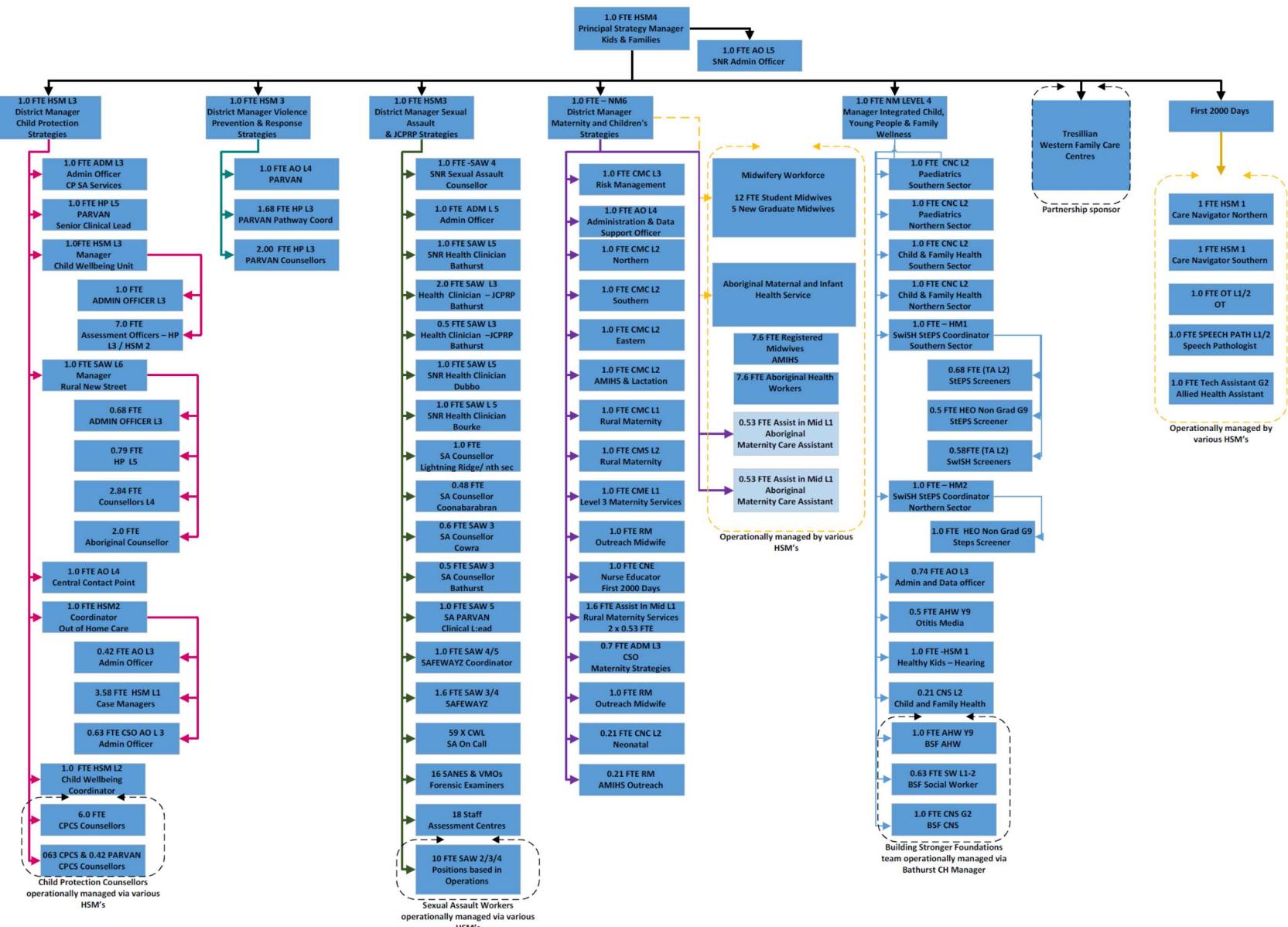
4.3 Current Structure – Performance & Service Development



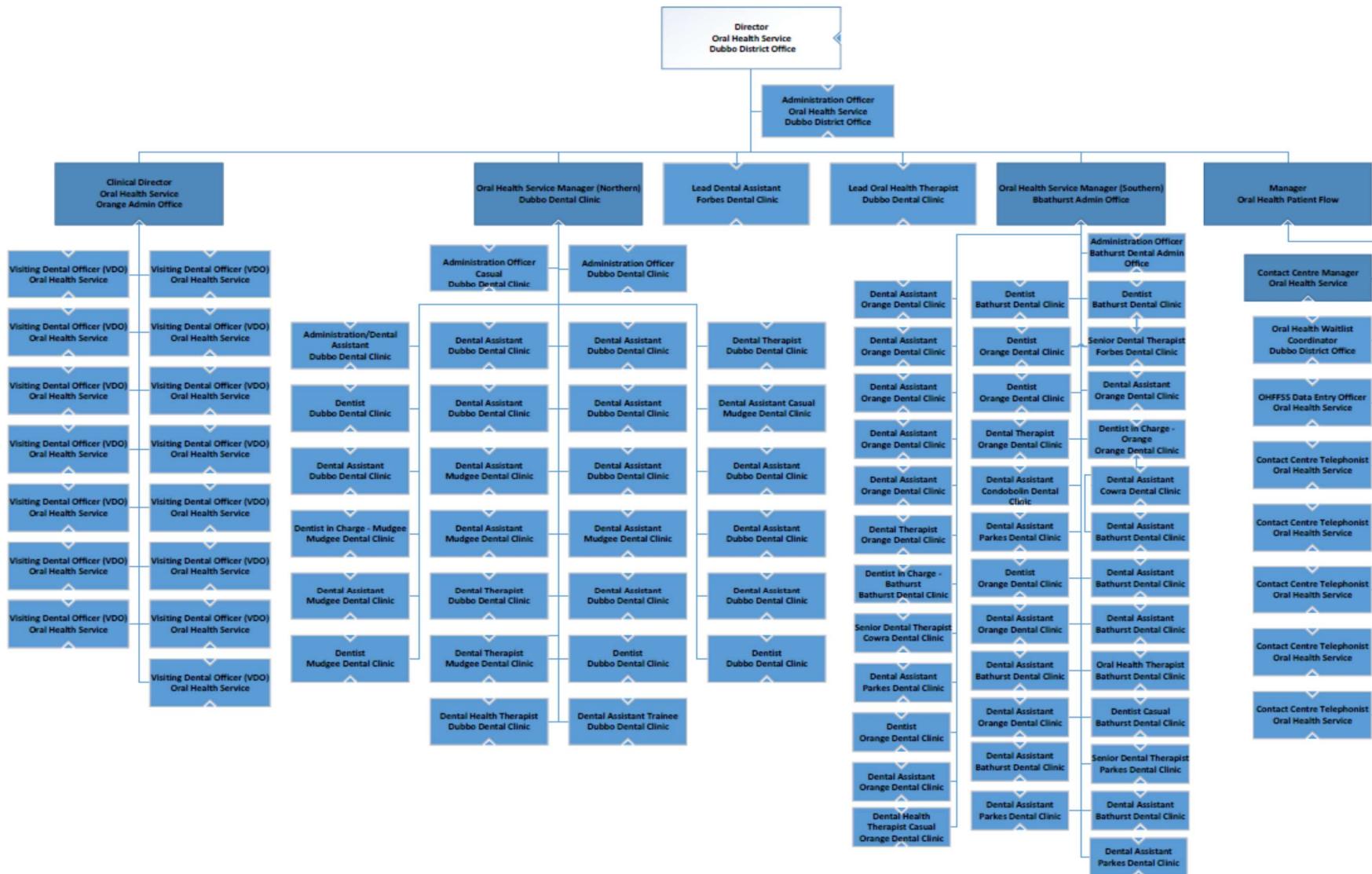
4.4 Current Structure – Aged Care Services Division



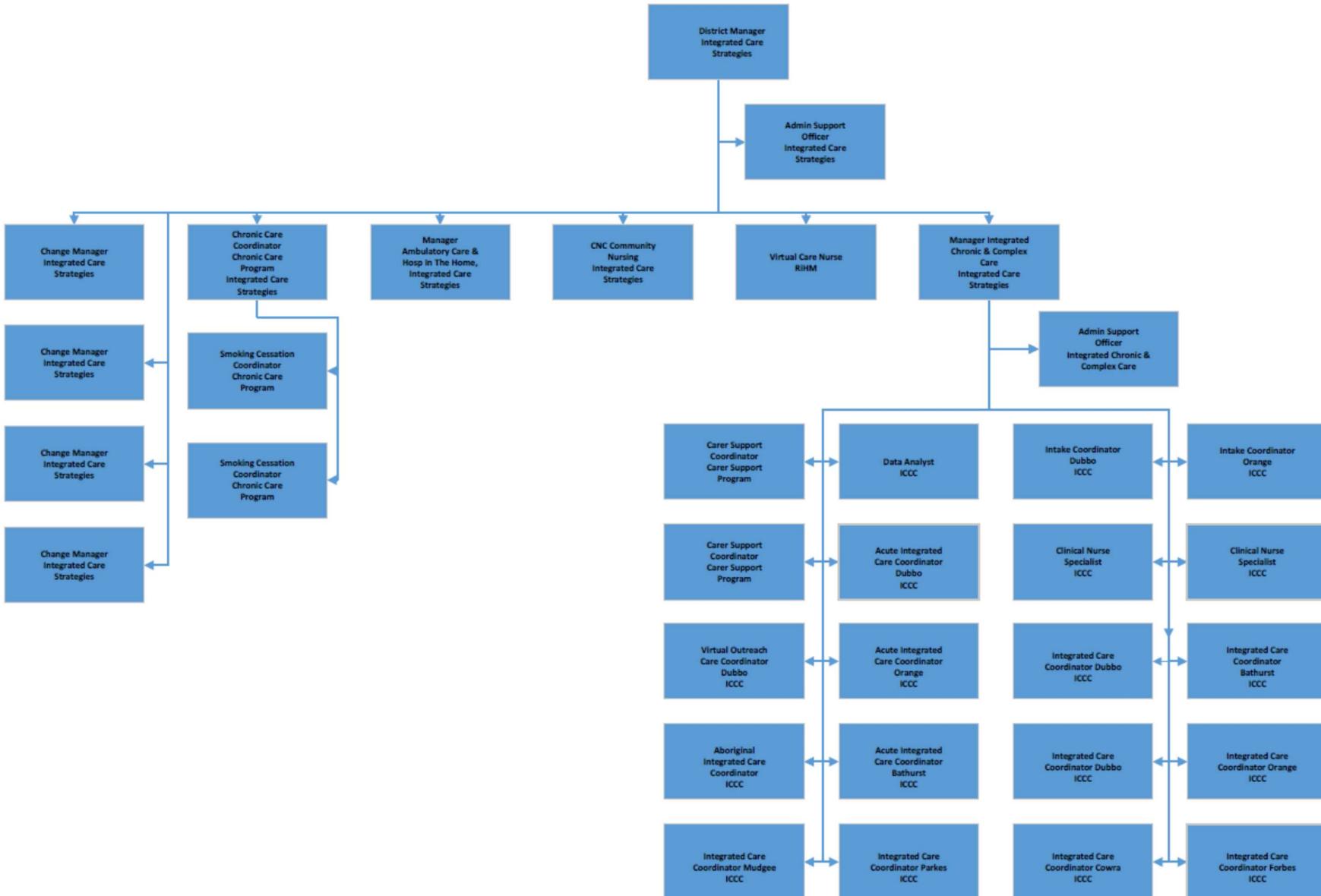
4.5 Current Structure – Kids and Families Services Division



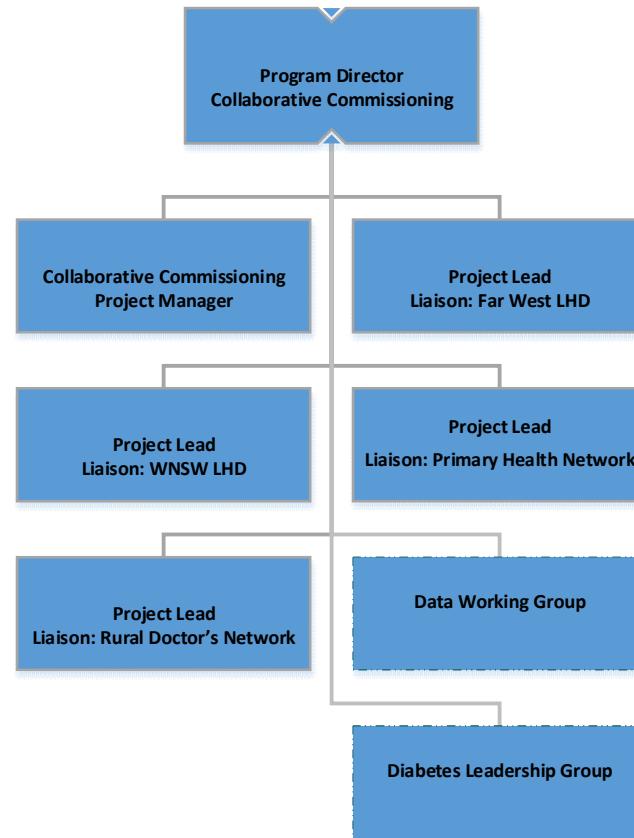
4.6 Current Structure – Oral Health Services Division



4.7 Current Structure – Integrated Care Strategies Division



4.8 Current Structure – Collaborative Commissioning Program



5. Proposed Structure – Overview

The following organisational charts outline the proposed structural change that will be revised and finalised following the consultation period. The roles and teams affected by the changes are highlighted throughout the organisational charts; or detailed in Section 6: Summary of impact of changes by position.

5.1 Proposed Structure – Integrated Care Directorate

The **proposed** team structure includes two additional direct Managers reporting at a Tier 3 level

5.2 Proposed Structure – HARP Services

Provides an overview of **proposed** HARP services structure.

Note: Women's Health are included within the PARVAN structure.

5.3 Proposed Structure – Strategic Initiatives Unit (formerly Performance & Service Development)

No structure change: **Proposed** Name Change –Strategic Initiatives Unit

5.4 Proposed Structure – Aged Care Services Division

No Change

5.5.1 Proposed Structure – Maternity and Children's Strategies

Provides an overview of **proposed** Maternity and Children's Strategies.

The Manager will become a Tier 3 position and will report to Tier 2.

There have been significant changes at a NSW State level that have led to implementation of new and complex services and increased the roles and responsibilities. The changes reflect the structure to support this increase.

5.5.2 Proposed Structure – Paediatrics, Child and Family Strategies

Provides an overview of **proposed** Paediatrics, Child & Family services.

The Manager will become a Tier 3 position and will report to Tier 2.

There have been significant changes at a NSW State level that have led to implementation of new and complex services and increased the roles and responsibilities. The changes reflect the structure to support this increase.

5.5.3 Proposed Structure – Integrated PARVAN (IPARVAN) & Women's Health Services Division

Provides an overview of **proposed** Integrated PARVAN and Women's Health services Division.

The Manager will become a Tier 3 position and will report to Tier 2.

There have been significant changes at a NSW State level that have led to implementation of new and complex services and increased the roles and responsibilities. The changes reflect the structure to support this increase.

The **proposed** *Women's Health* team structure will include a Nurse Manager Women's Health with all Women's Health team members reporting to this Manager across the District. This is to enable the service re-design to be implemented efficiently and evaluated for effectiveness.

5.6 Proposed Structure – Oral Health Services Division

No Change

5.7 Proposed Structure – Integrated Care in the Community Division

Proposed Name Change – Integrated Care in the Community

Carer Support Program Change: the changes reflect a strategic approach to support carers as key to a patient's care team to enhance patient experience for those with complex health and social care needs. Details are included in Section 6: Summary of impact of changes by position.

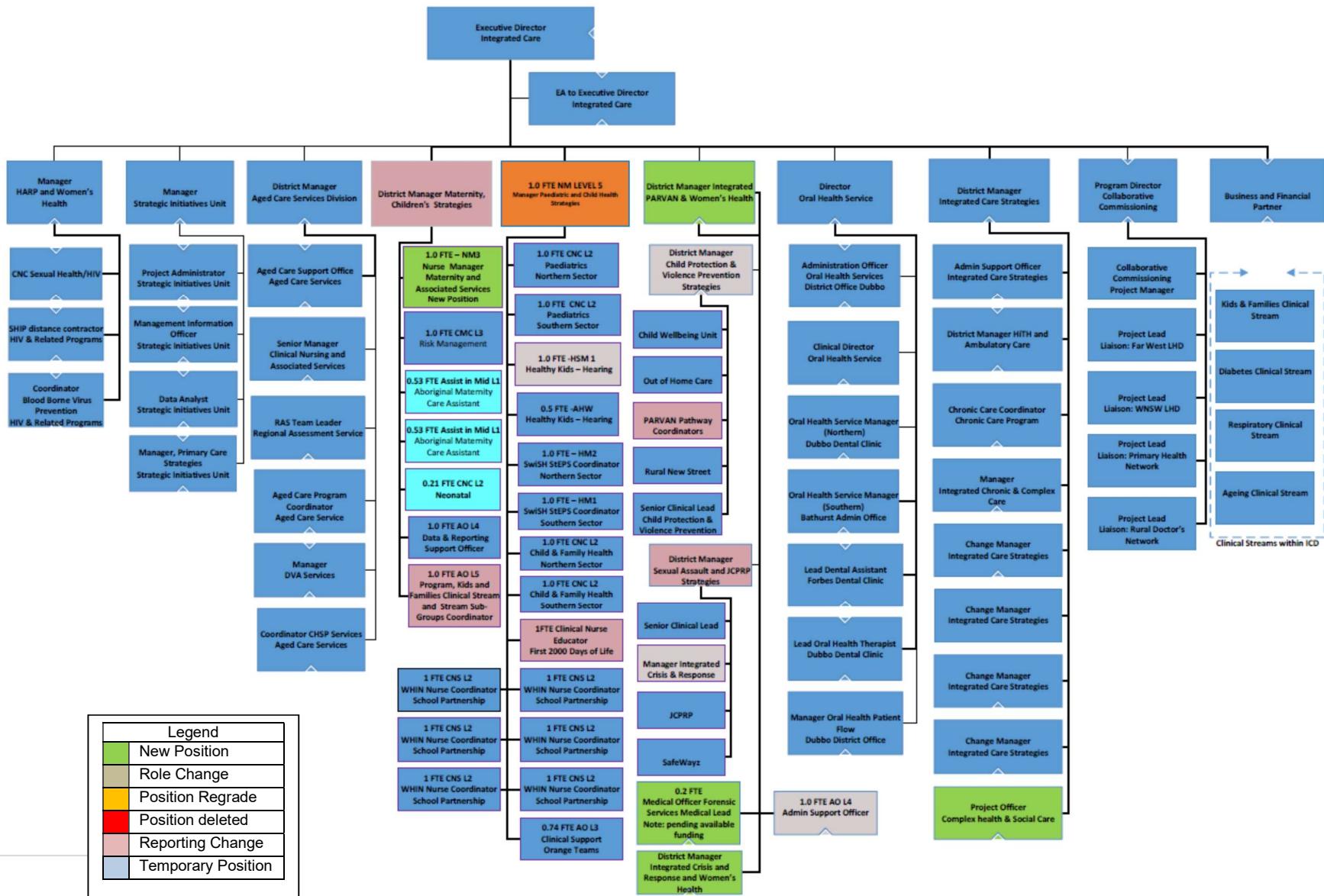
5.8 Proposed Structure – Collaborative Commissioning Program

No Change

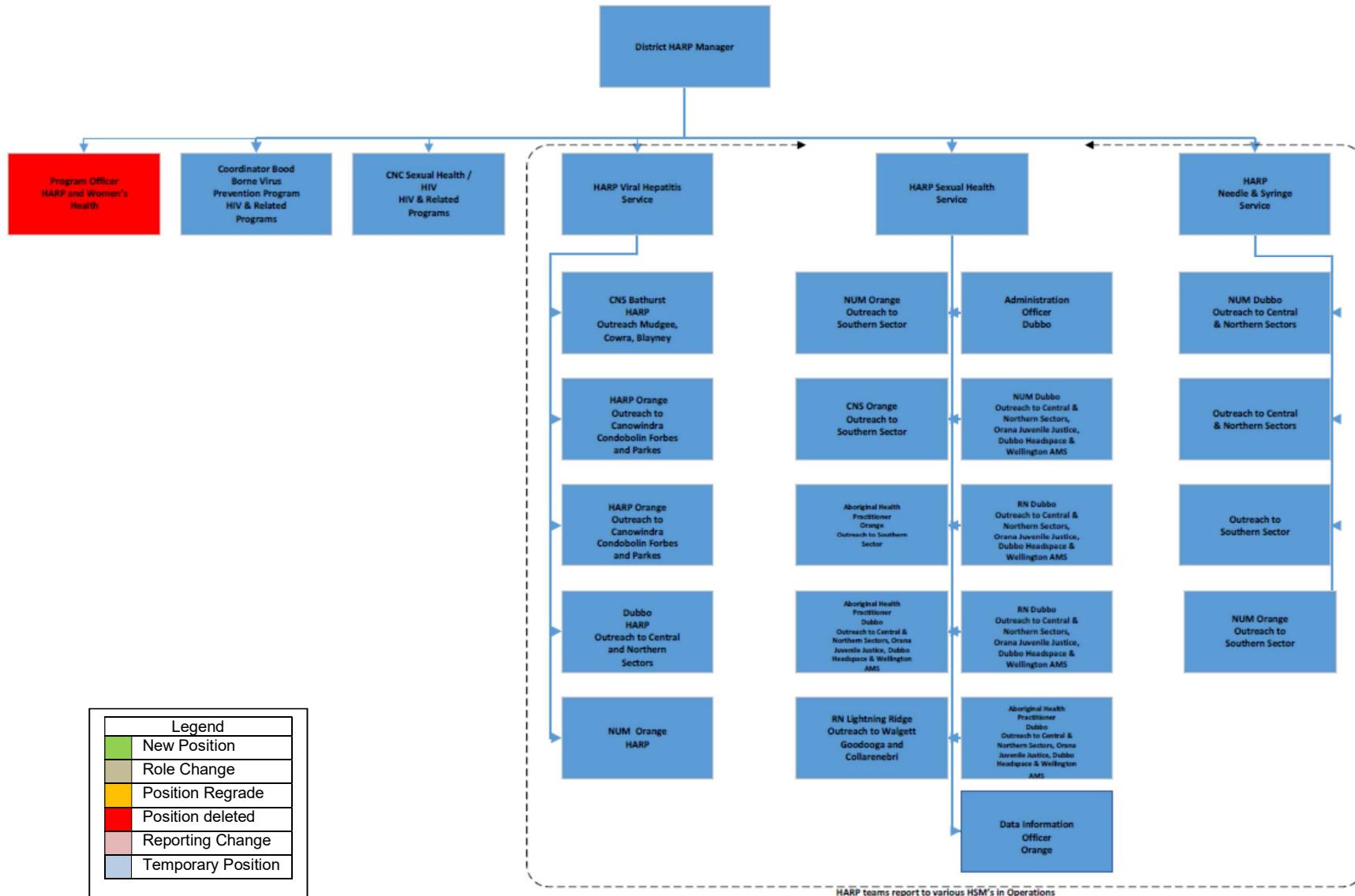
5.9 Proposed Structure – Business and Financial Partner (In Directorate Organisational chart)

No Change

5.1 Proposed Structure – Integrated Care Directorate

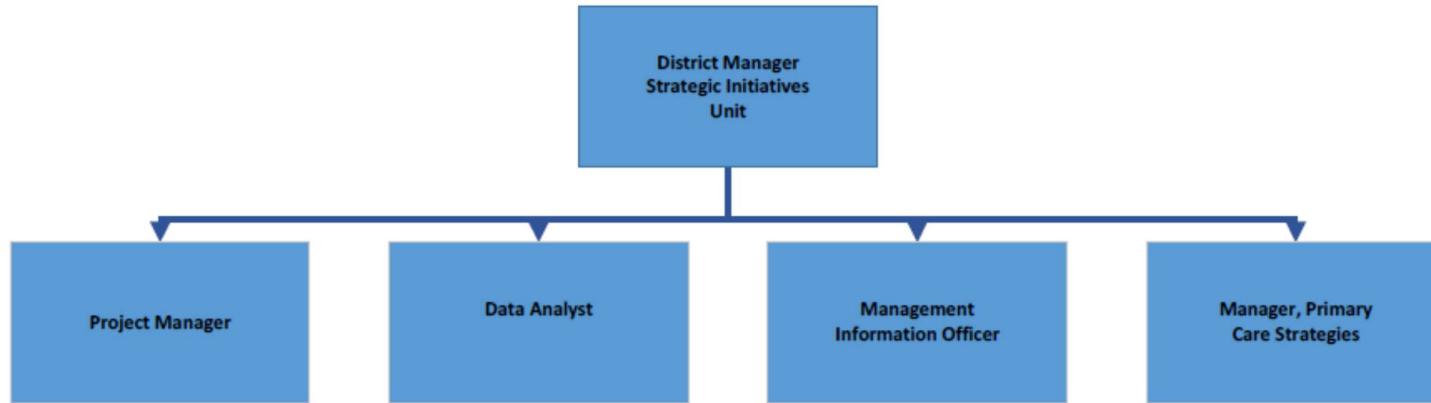


5.2 Proposed Structure – HARP (HIV, AIDS & Related Programs)

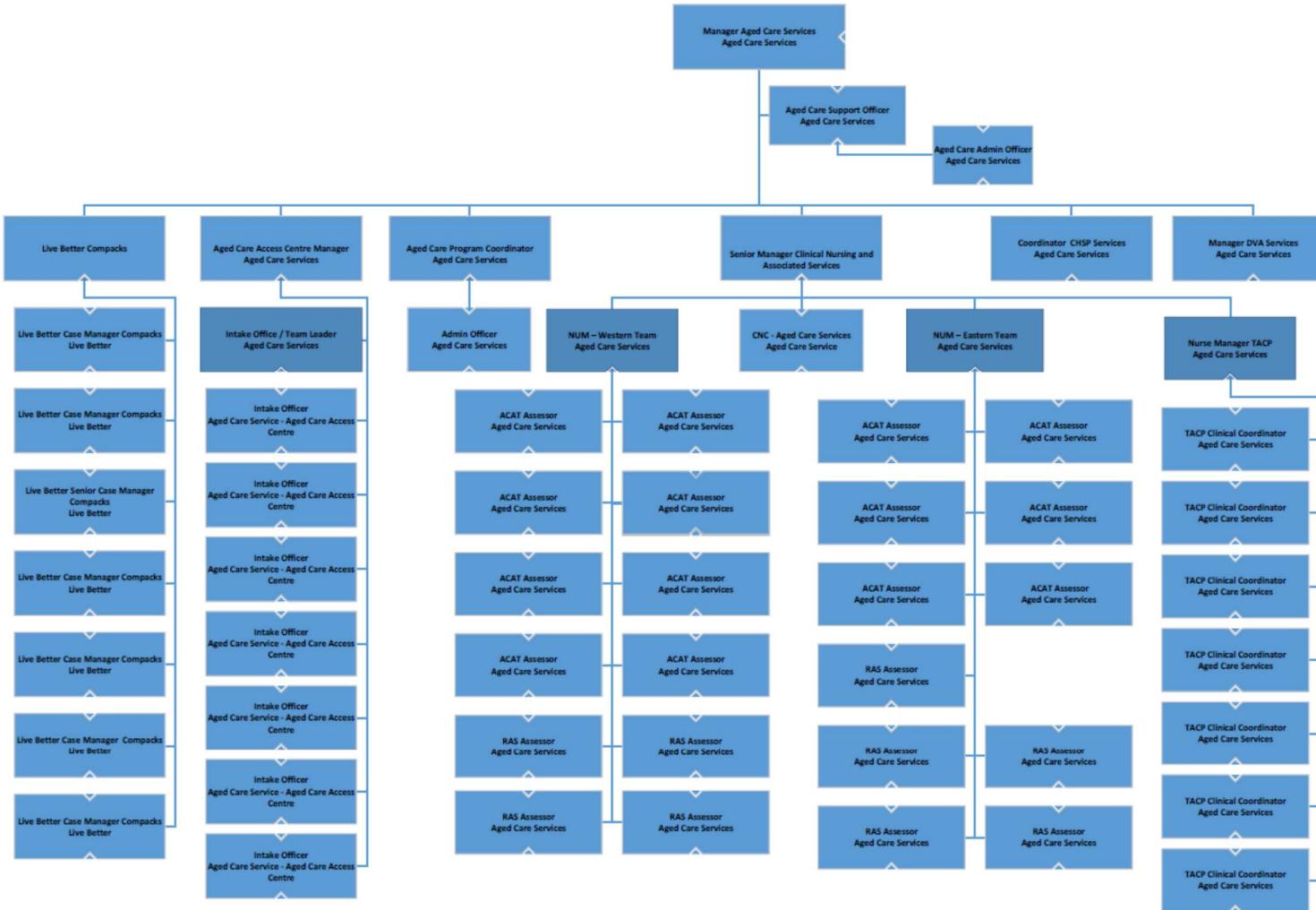


5.3 Proposed Structure – Strategic Initiatives Unit

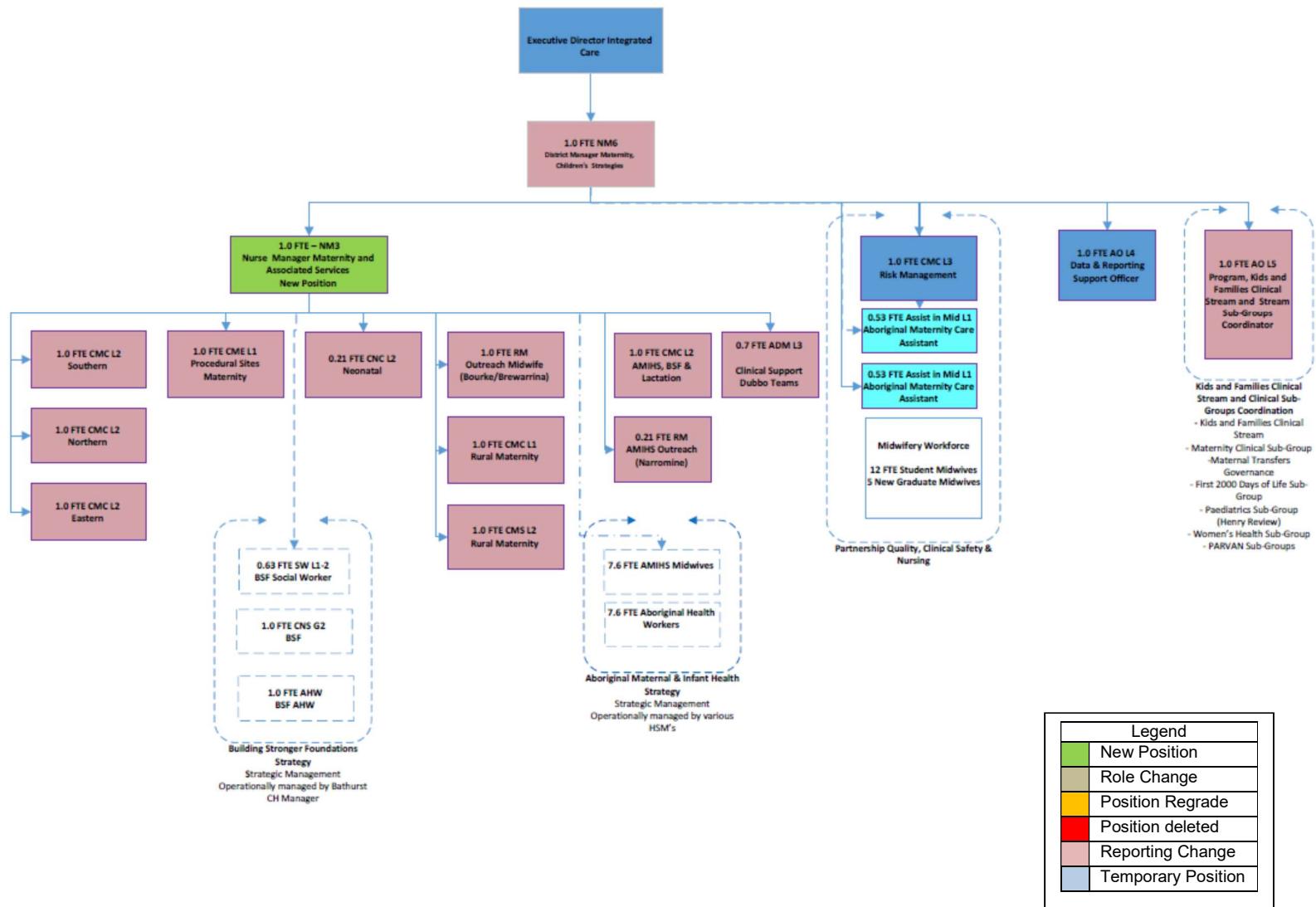
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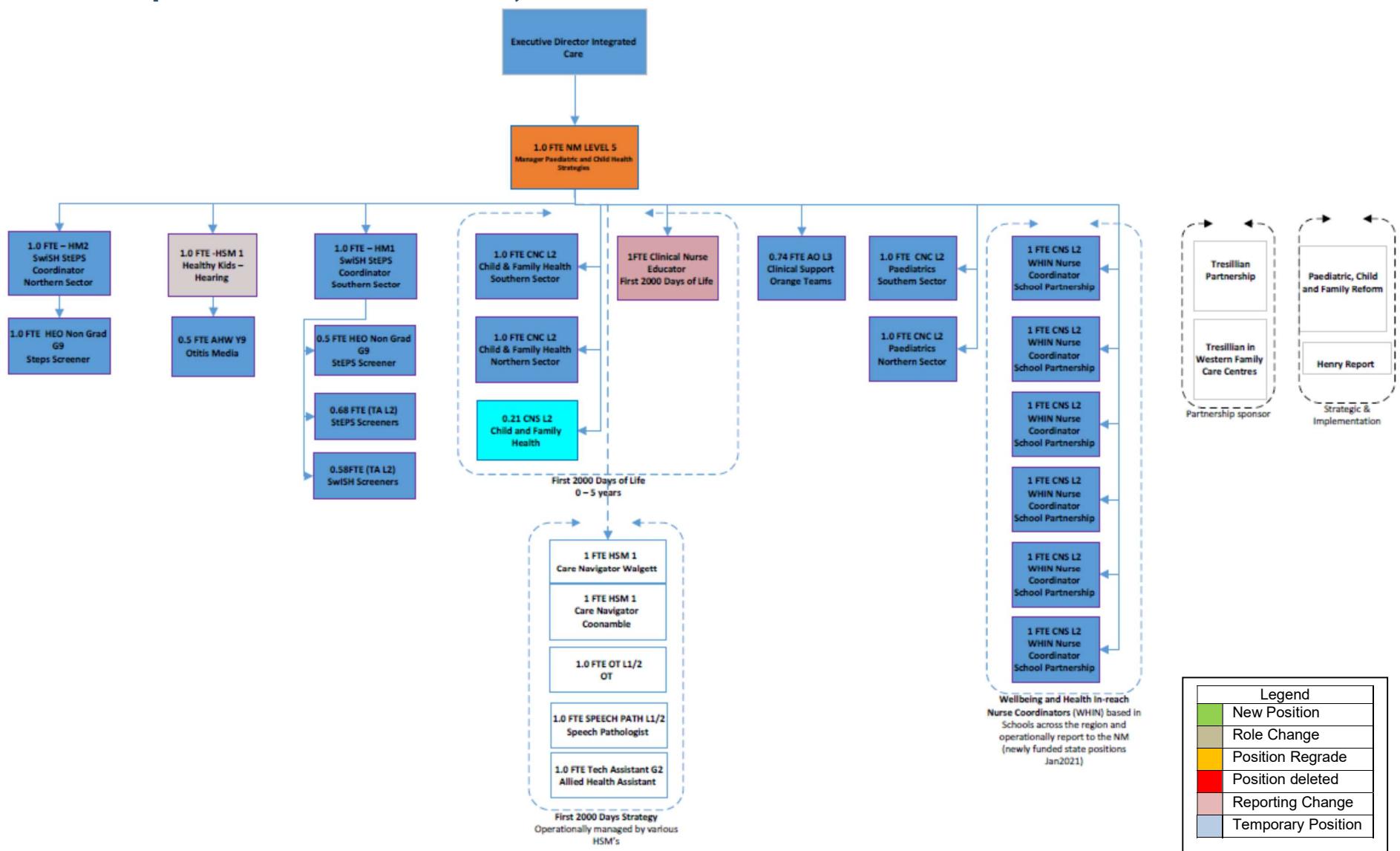
5.4 Proposed Structure – Aged Care Services Division (No change)



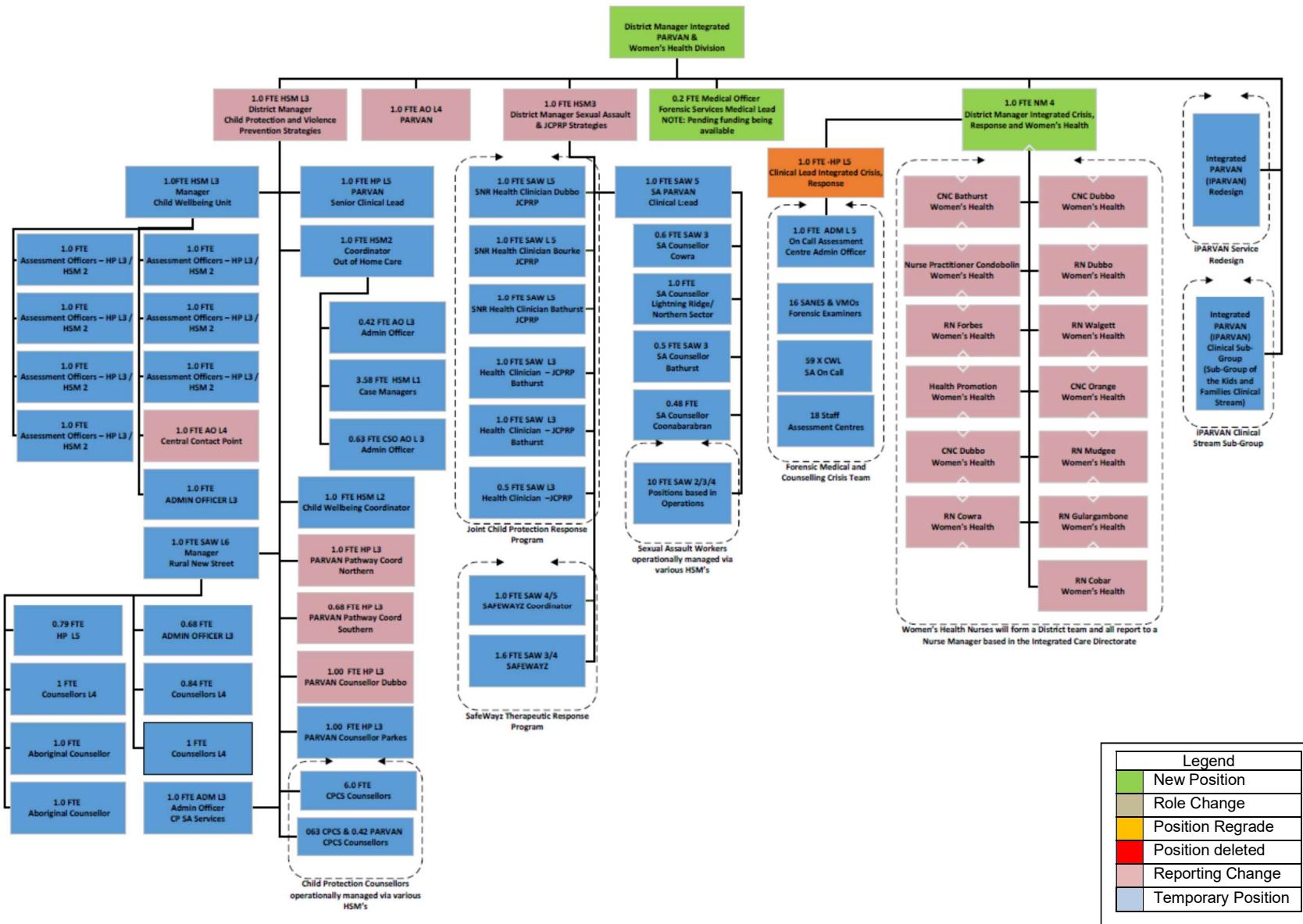
5.5.1 Proposed Structure – Maternity and Children's Services Division



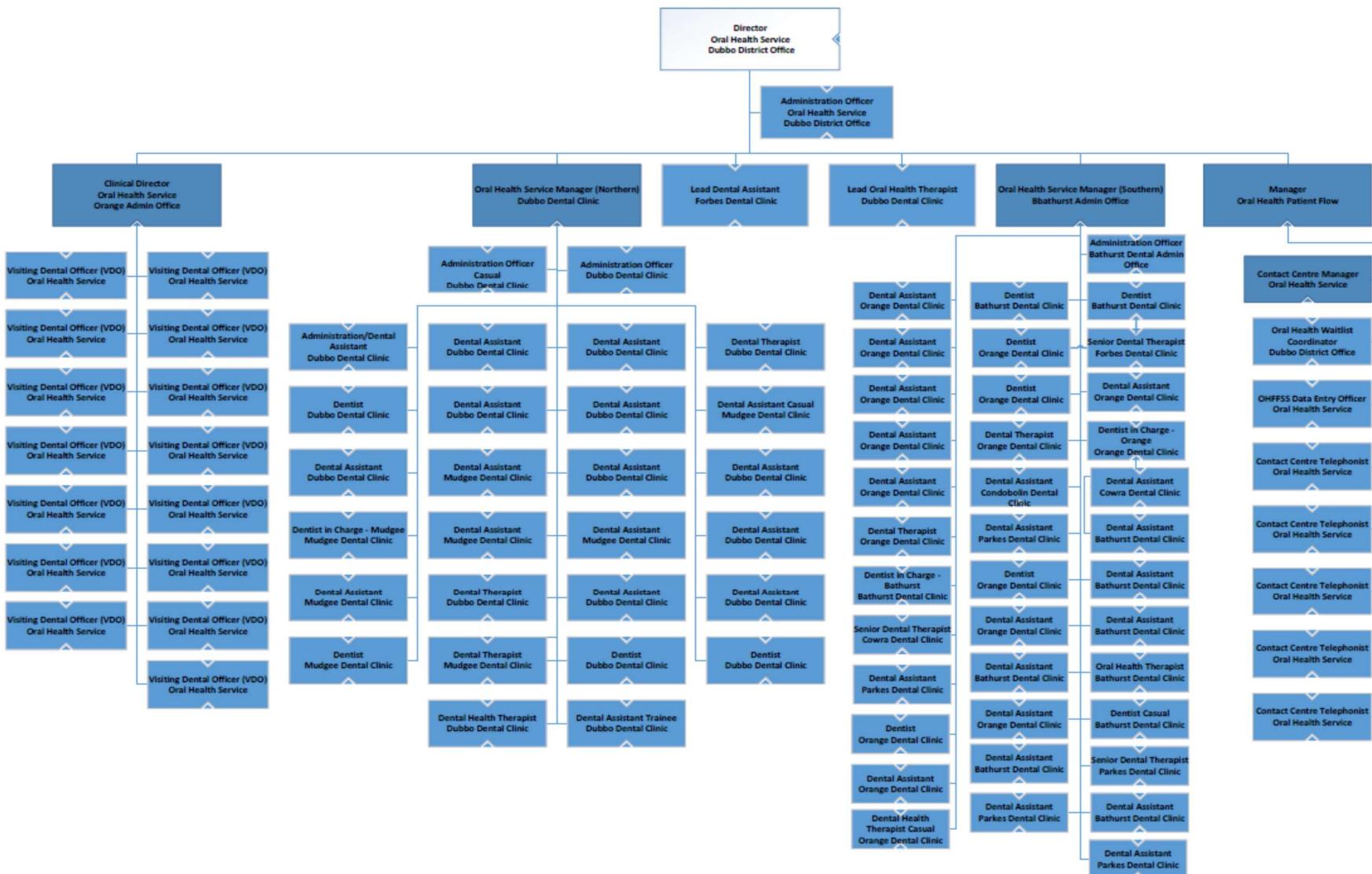
5.5.2 Proposed Structure – Paediatrics, Children and Families Services Division



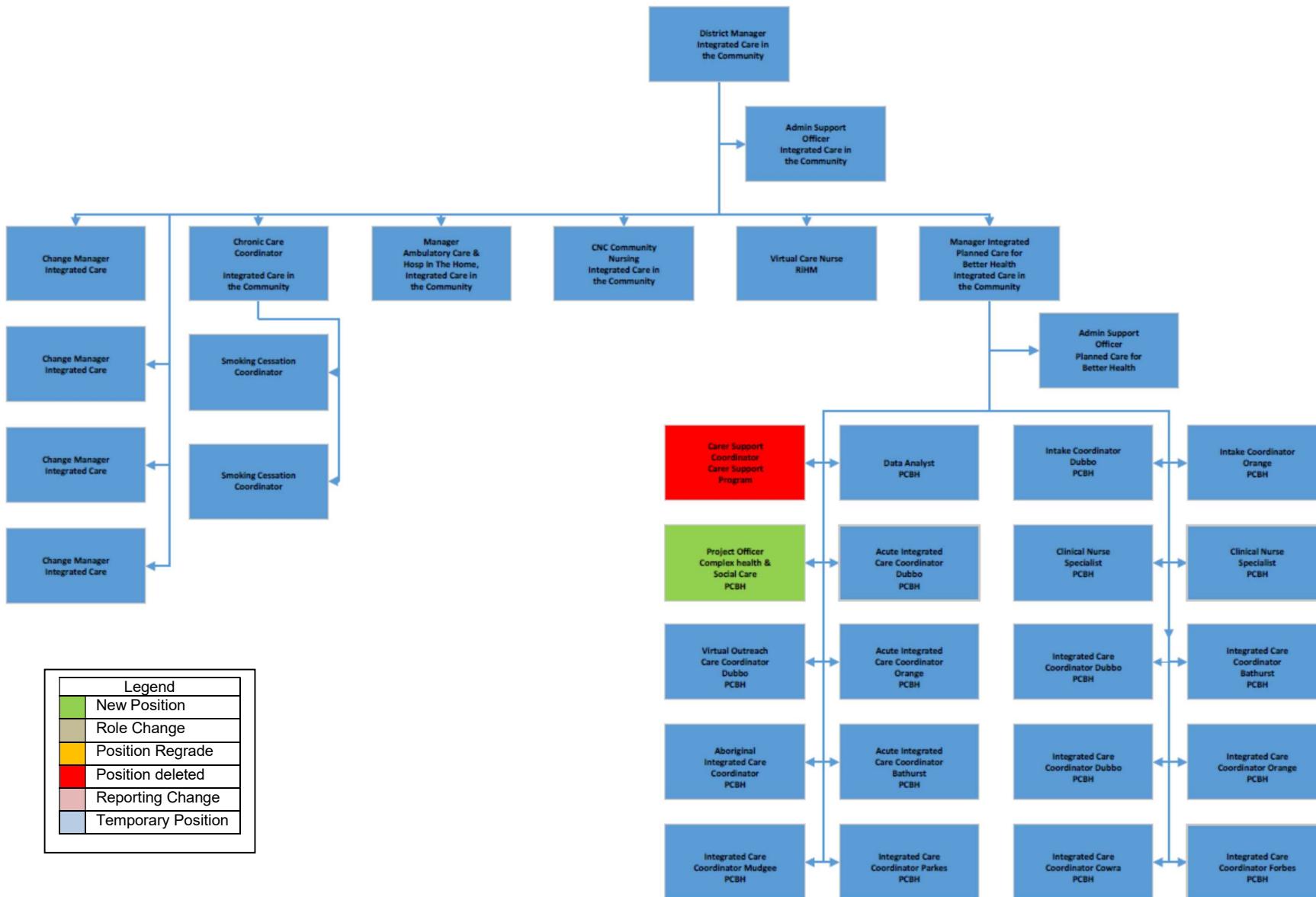
5.5.3 Proposed Structure – Integrated PARVAN (IPARVAN) and Women’s Health Services Division



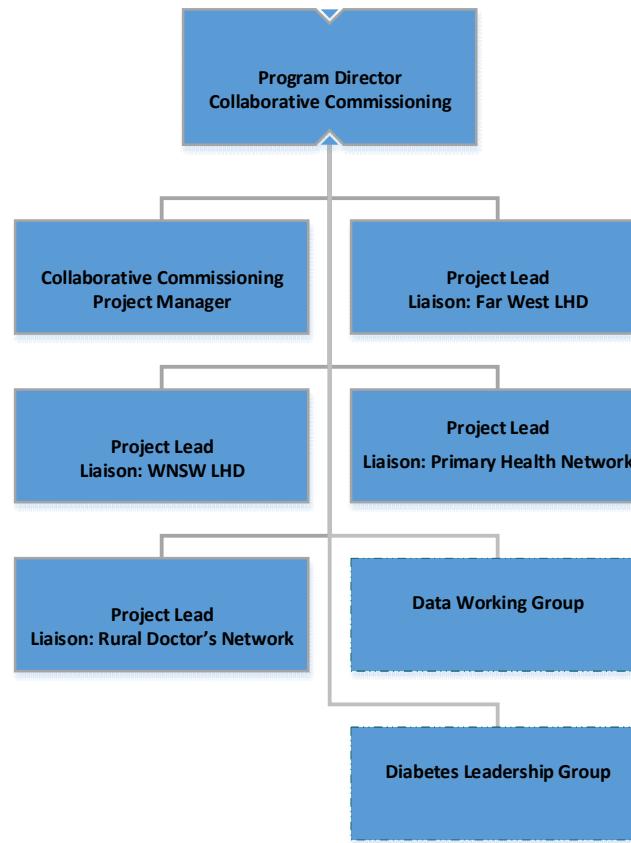
5.6 Proposed Structure – Oral Health Services Division (No Change)



5.7 Proposed Structure – Integrated Care in the Community Division



5.8 Proposed Structure – Collaborative Commissioning Program (No Change)



6. Summary of Impact of Changes by Position

Integrated Care Directorate Team Realignment			
Doc Link	Position	Current	Proposed Change
6.1	Integrated Care Directorate		
	Business and Financial Partner	Reports to Executive Director Integrated Care	No Change
	Additional Direct Reports to Executive Director Integrated Care	Principal Strategy Manager Kids and Families Division	Change: Three Managers directly report to the T2 position – outlined in 4.5
6.2	HARP (HIV, AIDS & Related Programs) and Women's Health		
	HARP and Women's Health Manager	Reports to Executive Director Integrated Care	Functions returned to those of the substantive position of HARP Manager (not including Women's Health)
	Program Officer HARP and Women's Health	Reports to Manager HARP and Women's Health	Affected Position deleted
	HARP Services	Reports to Manager HARP and Women's Health	Title change of Manager – HARP Manager
	Women's Health Services	Reports to Manager HARP and Women's Health	Change: Reports to District Manager Integrated Crisis & Response and Women's Health. (IPARVAN and Women's Health Division). <i>This will include all Women's Health Nurses across the LHD reporting to one manager.</i>
6.3	Performance and Service Development		
	All positions	Reports to Performance and Service Development Manager	No Change in Reporting Change: to Titles for all positions - titles are outlined on the proposed structure

Integrated Care Directorate Team Realignment			
Doc Link	Position	Current	Proposed Change
6.4	Aged Care Services Division		
	All positions	No change	
6.5	Kids and Families Services Division		
	Principal Strategy Manager Kids and Families 1 FTE Grading: HM4	Reports to Executive Director Integrated Care	Affected Position deleted
	District Manager Maternity and Children's Strategies 1 FTE Grading: NM6	Reports to Principal Strategy Manager Kids and Families	Change: Reports to Executive Director Integrated Care Additional responsibility for Management of the Kids and Families Clinical Stream
	Senior Administration Officer Kids and Families 1 FTE Grading: AO5	Reports to Principal Strategy Manager Kids and Families	Change: Reports to District Manager Maternity and Children's Strategies Responsible for coordination of reports for Maternity and Children's Strategies, Paediatrics and Child Health, IPARVAN and Women's Health. Responsible for coordination of the Kids and Families Clinical Stream, and the 3 sub-streams for the above Divisions.
	Nurse Manager Maternity and Associated Services 1 FTE Anticipated Grading: NM3		New Position: Reports to District Manager Maternity and Children's Strategies Functions reflect the significantly increased responsibilities and complexity of Maternity and related services
	Manager Integrated Child, Young People and Family Wellness 1 FTE Grading: NM4	Reports to Principal Strategy Manager Kids and Families	Change: Reports to Executive Director Integrated Care District Manager Paediatrics and Child Health Strategies 1 FTE Anticipated Grading: NM5 Functions reflect the significantly increased responsibilities and complexity of Paediatrics, Children's Services and First 2000 Days of Life and related services

Integrated Care Directorate Team Realignment			
Doc Link	Position	Current	Proposed Change
	Manager Healthy Kids Hearing 1 FTE Grading: HM1	Reports to: Manager Integrated Child, Young People and Family Wellness	Change: Role Change Healthy Kids and Families Functions to include a focus on Aboriginal children's growth and development
	District Manager Child Protection Strategies 1 FTE Grading: HM3	Reports to: Principal Strategy Manager Kids and Families	Change: Role change <i>Reports to: District Manager Integrated PARVAN & Women's Health Division</i> District Manager Child Protection Violence Prevention Strategies Functions include management of Pathway Coordinators
	District Manager Integrated PARVAN & Women's Health Division 1 FTE Anticipated Grading: HM4		New Position: Reports to Executive Director Integrated Care Functions reflect the significantly increased responsibilities and complexity of Integrated PARVAN (Child Protection, Sexual Assault, Violence Prevention and Response) and Women's Health and the re-design across the LHD and State. This role will work closely with Health, Dept Communities and Justice, Education, Police and other agencies for enhancing coordination and response to appropriate PARVAN services.
	District Manager Sexual Assault and JCPRP Strategies 1 FTE Grading: HM3	Reports to Principal Strategy Manager Kids and Families	Reporting Change: Reports to District Manager Integrated PARVAN & Women's Health Division
	Senior Sexual Assault Worker On-Call and Assessment Centres 1 FTE Grading: HP L4	Reports to: District Manager Sexual Assault and JCPRP Strategies	Change: Reports to District Manager Integrated Crisis & Response and Women's Health. Anticipated Grading: HP L5 Role Change: <i>Title:</i> Clinical Lead Integrated Crisis and Response Functions include coordination, training and support for the on call and assessment services and responses for victims of Sexual Assault as well as physical violence.
	Medical Officer Forensic Services Medical Lead 0.2 FTE	Note: pending available funding	New Position (pending funding availability): Reports to District Manager Integrated Crisis & Response and Women's Health.
	PARVAN Manager 1 FTE Grading: HM3	Reports to Principal Strategy Manager Kids and Families	Affected Position deleted

Integrated Care Directorate Team Realignment			
Doc Link	Position	Current	Proposed Change
	District Manager Integrated Crisis & Response and Women's Health. 1 FTE Anticipated Grading: NM4		<p>New Position: Reports to <i>District Manager Integrated PARVAN & Women's Health</i></p> <p>Change: Reports to District Manager Integrated Crisis & Response and Women's Health. (IPARVAN and Women's Health Division).</p> <p><i>This will include all Women's Health Nurses across the LHD reporting to one District manager.</i></p>
6.6	Oral Health Services Division		
	All positions		No change
6.7	Integrated Care in the Community (former name: Integrated Care Strategies Division)		
	Project Officer Planned Care for Better Health 1 FTE Anticipated Grading: HM L1		<p>New Position: Reports to Manager Planned Care for Better Health Functions include coordinating psychosocial wellbeing services for clients enrolled in Planned care for Better Health to enhance this hospital avoidance and risk of hospitalisation initiative</p>
	Carer Support Coordinator 1 FTE Grading: HM L1	Reports to District Manager Integrated Care Strategies	<p>Affected</p> <p>Position deleted</p>
	Carer Support Coordinator 1 FTE Grading: HM L1	Reports to District Manager Integrated Care Strategies	<p>Affected</p> <p>Position Change: Carer strategic coordination</p> <p>Reporting Change: Reports via Patient experience team.</p>
6.8	Collaborative Commissioning Strategy		
	All positions	Reports to Executive Director Integrated Care	No change
6.9	Business and Financial Partner		
	No change	Reports to Executive Director Integrated Care	

Proposed

Position Descriptions

Integrated Care Directorate proposed PD's for consultation 14 April 2021

	Document Link	Proposed Position Existing or new position	Anticipated PD Grading
1	6.5 Page 28	Nurse Manager Maternity and Associated Services New position	Nurse Manager Maternity and Associated Services NM G3
2	6.5 Page 28	Senior Manager Children, Young People and Families Currently NM G4 Anticipated Grading NM G5 Vacant position	Senior Manager Children Young People and Families NM L5
3	6.5 Page 29	District Manager Integrated PARVAN and Women's Health New position	District Manager Integrated PARVAN and Women's Health HM L4
4	6.5 Page 29	Clinical Lead Integrated Crisis and Response Currently HP L4 (PD 003439-1) Anticipated Grading HP L5 Vacant position	Clinical Lead Integrated Crisis and Response HP L5
5	6.5 Page 30	Manager Integrated Crisis and response and Women's Health New position	Manager Integrated Crisis and response and Women's Health NM G4
6	6.5 Page 30	Project Officer Planned Care for Better Health New position	Project Officer Planned Care for Better Health HM L1
7	6.5 Page 30	Carer and Patient experience Coordinator New position	Carer and Patient experience coordinator HM L1 ** <i>Aboriginal identified</i>

POSITION DESCRIPTION

WNSWLHD - Nurse Manager

Maternity and Associated Services

What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Nurse Manager Grade 3
State Award	Public Health System Nurses & Midwives (State) Award
Category	Nursing & Midwifery Nurse Manager
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The Nurse Manager Maternity and Associated Services will be responsible for managing and leading the team involved in community based midwifery, Aboriginal Maternal and Infant Health and associated services, the Manager will support the broader Midwifery and Children's Strategies Division and work collaboratively with all members of the Integrated Care Directorate team.

KEY ACCOUNTABILITIES

- Manages and supervises nursing/midwifery staff and clinical nursing/ midwifery practice, through performance management and clinical supervision to ensure the care provided is safe, appropriate and meets professional standards.
- Develops operational plans and monitors nursing/midwifery services to ensure optimal service delivery within allocated budget.
- Develops, monitors and evaluates the allocation and utilisation of the nursing/midwifery workforce, including the development of staffing profiles, to support delivery of safe, high quality clinical services.
- Initiates the development of, and/or upholds, policies and professional standards of practice, to ensure the delivery of care which is safe and evidenced based best practice.
- Develops, monitors and evaluates resource allocation and utilisation to ensure care is delivered effectively and efficiently.
- Leads and coordinates organisational change processes to continuously improve nursing/midwifery care delivery.

KEY CHALLENGES

- Ensuring, as part of the Midwifery and Children's Strategies Division, effective service delivery that achieves a reduction in preventable health risks.
- Ensuring, as part of the Midwifery and Children's Strategies Division, equitable delivery of services to vulnerable and targeted populations.
- Prioritising workload in a demanding environment across multiple sites.

POSITION DESCRIPTION**WNSWLHD - Nurse Manager
Maternity and Associated Services****KEY RELATIONSHIPS**

Who	Why
District Midwifery and Children's Strategies Division	Operational management, professional leadership and support.
Midwifery and Children's Strategies team	To liaise with team and manage and supervise tasks as required.
Children Young People and Families team Integrated PARVAN and Women's Health teams	As required when team collaboration is required.
NSW Health and Social Care Policy Branch	Policy development and implementation.
Key industry stakeholders, educational institutions, professional associations, relevant private/public sector groups, community stakeholders, PHN and General Practitioners	To ensure efficiency and efficacy of service provision.

SELECTION CRITERIA

1. Current Authority to Practice as a Registered Nurse (Division 1) with the Australian Health Practitioner Regulation Agency (AHPRA) with extensive relevant post registration nursing experience and relevant postgraduate qualifications in Midwifery and Management (or willingness to commence Management qualifications within 12 months of appointment).
2. Demonstrated leadership skills and people management skills with the ability to empower, motivate and manage employees to achieve service and professional goals through recognised service improvements and using change management principles to lead change at a policy and organisational level to support strategic directions.
3. Demonstrated ability to actively seek out improvements to service delivery, initiate change, negotiate with and gain support from key stakeholders across the organisation in implementing changes. This includes the ability to influence and lead change at a policy and organisational level in to support strategic directions.
4. Demonstrated knowledge and understanding of contemporary professional and operational nursing management, including emerging trends with the nursing profession and expertise at a senior level in the health environment. With a demonstrated ability to manage midwifery and associated services, support quality and safety initiatives and lead the range of related programs.
5. Demonstrated highly developed information technology, communication and interpersonal skills including the ability to represent nurses, consult with staff, resolve conflict and work collaboratively with multidisciplinary health professionals.
6. Demonstrated ability to manage nursing workforce requirements, including profile management within industrial frameworks and develop staff, including developing leadership and management potential and facilitate knowledge acquisition.
7. Evidence of a current NSW Drivers licence and willingness to travel for work purposes. This may involve driving long distances with overnight stays.
8. Demonstrated ability to facilitate professional standards and competence of nursing staff. Proven ability to function effectively as part of senior management team and to work collaboratively with other professionals in the management of midwifery, Aboriginal Maternal and Infant Health and associated services.

POSITION DESCRIPTION

**WNSWLHD - Nurse Manager
Maternity and Associated Services**



OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels.

Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.
3. Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

POSITION DESCRIPTION

WNSWLHD - Nurse Manager

Maternity and Associated Services

CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

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	Intermediate
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Adept
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

POSITION DESCRIPTION

WNSWLHD - Nurse Manager

Maternity and Associated Services

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/units Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects

POSITION DESCRIPTION
WNSWLHD - Nurse Manager
Maternity and Associated Services

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Inspire Direction and Purpose	Adept	<ul style="list-style-type: none"> • Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links for the team • Link team performance goals to team/unit goals to ensure implementation of government policy • Ensure team objectives and outcomes lead to implementation of government policy • Recognise and acknowledge high individual/team performance

Core Activities

Title:	Nurse Manager Maternity and Associated Services
Classification:	Nurse Manager G3 (Anticipated Grading)
Department/Facility:	Integrated Care Directorate
PD reference no:	
Reporting to:	District Manager Maternity and Children's Strategies
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

	Core Activities
1.	Manage and lead the community based midwifery, Aboriginal Maternal and Infant Health (AMIHS)and associated services, workforce capacity and performance across the district.
2.	Ensure all staff meet their position classification competencies and are well equipped to perform their patient centred services with restorative care, wellness and a trauma informed approach to care planning.
3.	Facilitate the planning, implementation and evaluation of practice and process changes resulting for the State and National reforms as they emerge.
4.	Provide clinical and operational leadership for the team members on a day to day basis
5.	Manage the clinical governance for each program; as well as the contract management for the range of services.
6.	Manage the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Participate in the development and implementation of the range of State reforms relevant to midwifery, AMIHS and associated services as they arise.
8.	Provide direct line management, supervision and leadership for clinical team members, including the utilisation of the Living Well Together tools.
9.	Lead the resolution of complex problems associated with provision of tailored care and when required develop strategies, and relevant action plans with effective communication to address service gaps.
10.	Work closely with the District Manager Maternity and Children's Strategies to ensure financial performance indicators are met; and a narrative is provided for variation.
11.	Provide other assistance as required to the District Manager Maternity and Children's Strategies
13.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
14.	Willingness to travel as required, both internal and external to the LHD.



Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.		
	Name: _____		
	Signature: _____ Date: / /		
Manager	Name: _____		
	Signature: _____ Date: / /		

Senior Manager Children, Young People and Families

Nurse Manager Grade 5

What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE

Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Nurse Mgr Gde 5
State Award	Public Health System Nurses & Midwives (State) Award
Category	Nursing & Midwifery Nurse Manager
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The Senior Manager Children, Young People and Families is responsible for the efficient and effective operational and strategic leadership and management of a comprehensive range of Child and Family Health services; and management of the health staff to enable the delivery of high standards of care for patients and their families.

To work closely with the Senior Nurse Manager Maternity and Associated Services and the District Integrated PARVAN Manager to plan, coordinate and integrate services.

The Integrated Care Directorate is committed to high level staff engagement that results in the planning, delivery, improvement and evaluation of high quality aged care services.

KEY ACCOUNTABILITIES

- Provides a high level of leadership and management of health care staff through the identification, initiation, development, implementation and evaluation of clinical and non-clinical protocols and procedures to support professional practice in line with industrial standards and contractual requirements stipulated by the various funding organisations.
- Provides strong leadership and management which support an environment which is subject to continuing change in relationship to both NSW Health and Commonwealth Health reforms.
- Utilises a comprehensive approach to district wide service planning, and makes budgetary and resource recommendations to ensure that service delivery is well coordinated, evaluated and meets key performance indicators.
- Develops, monitors and evaluates the allocation and utilisation of the health care workforce including the development of staffing profiles, optimal scheduling, and skill mix that supports the delivery of safe, high quality services and ensure adherence to industrial award requirements.
- Communicates and consults with staff, managers and other health and non-health stakeholders in a professional, clear and timely manner, support the ongoing development, delivery and evaluation of aged care services and to minimise and address potential conflicts and risks.

Integrated Care Directorate

Senior Manager Children, Young People and Families

Nurse Manager Grade 5

KEY RELATIONSHIPS

Who	Why
Executive Director Integrated Care Directorate	Strategic manager providing guidance, direction and feedback to deliver quality services.
Unit and program managers and CNC's	Provide clinical leadership and management and, collaborate regarding appropriate patient pathways and patient care to enable delivery of best practice care.
NGO and Non-NGO Health care providers	Strengthen partnerships and ongoing collaboration regarding to deliver streamlined patient care.

SELECTION CRITERIA

1. Current Authority to Practice as a Registered Nurse (Division 1) with the Australian Health Practitioner Regulation Agency (AHPRA). Extensive relevant post registration nursing experience and relevant post graduate qualifications in management (or working towards management qualifications).
2. Demonstrated leadership skills and people management skills with the ability to empower, motivate and manage employees to achieve service and professional goals through recognised service improvements and using change management principles.
3. Demonstrated knowledge and understanding of the state and national Child and Family Health care environment, including the legislative framework which underpins the delivery of appropriate services for vulnerable families in the community setting.
4. Demonstrated ability to facilitate professional and high level workplace standards and competencies for both clinical and non-clinical health staff.
5. Proven ability to function effectively as part of a senior management team and to work collaboratively with other professionals in the management of health care services.
6. Demonstrated highly developed information technology, communication and interpersonal skills including the ability to represent nurses, consult with staff, conflict management and resolution, negotiation, persuasiveness and facilitation.
7. Demonstrated ability to lead the development of policies and practices, including requirements of the National Safety & Quality Health Standards, and develop an environment which promotes continuous improvement in practice.
8. Current license to drive in NSW and the willingness to drive for work purposes as required.

OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels. Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.
3. Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

Integrated Care Directorate

Senior Manager Children, Young People and Families

Nurse Manager Grade 5

CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

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	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Senior Manager Children, Young People and Families

Nurse Manager Grade 5

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way and encourage others to do so Demonstrate professionalism to support a culture of integrity within the team/unit Set an example for others to follow and identify and explain ethical issues Ensure that others understand the legislation and policy framework within which they operate Act to prevent and report misconduct, illegal and inappropriate behaviour
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 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 Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate including contingency provisions Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, such as government

POSITION DESCRIPTION

Aged Care Division

Senior Manager Clinical and Associated Services

Nurse Manager Grade 5



policy/economic conditions, to 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 outcome to inform future planning

Business Enablers Technology	Adept	<ul style="list-style-type: none">• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks• Identify opportunities to use a broad range of communications technologies to deliver effective messages• Understand, act on and monitor compliance with information and communications security and use policies• Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business• Support compliance with the records, information and knowledge management requirements of the organisation
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 Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none">• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes• Create opportunities for recognising and celebrating high performance at the individual and team level• Work to remove barriers to achievement of goals



Core Activities

Title:	Senior Manager Children, Young People and Families
Classification:	Nurse Manager L5 (Anticipated Grading)
Department/Facility:	Integrated Care Directorate
PD reference no:	
Reporting to:	Executive Director Integrated Care
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

	Core Activities
1.	Manage the Child and Family Health health workforce capacity and performance across the district.
2.	Ensure all staff meet their position classification competencies and are well equipped to perform their patient centred services with restorative care, wellness and a trauma informed approach to care planning.
3.	Facilitate the planning, implementation and evaluation of practice and process changes resulting for the State and National reforms as they emerge.
4.	Provide clinical and operational leadership for the program managers on a day to day basis
5.	Manage the clinical governance for each program; as well as the contract management for the range of services.
6.	Manage the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Lead the District First 2000 Days of Life Strategy, including the response to State reforms including the Henry Report and other initiatives as they arise.
8.	Provide direct line management, supervision and leadership for T4 clinical managers, including the utilisation of the Living Well Together tools.
9.	Lead the resolution of complex problems associated with provision of tailored care and when required develop strategies, and relevant action plans with effective communication to address service gaps.
10.	Work closely with the Executive Director Integrated Care to ensure financial performance indicators are met; and a narrative is provided for variation.
11.	Provide other assistance as required to the Executive Director Integrated Care
12.	Provide support, relief and back up Senior Nurse Manager Maternity and Associated Services and the District Integrated PARVAN Manager as required.
13.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
14.	Willingness to travel as required, both internal and external to the LHD.



INTEGRATED CARE
DIRECTORATE

Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.		
	Name: _____		
	Signature: _____ Date: / /		
Manager	Signature: _____ Date: / /		

POSITION DESCRIPTION

DRAFT

WNSW LHD – District Manager Integrated PARVAN and Women's Health (HSM4)

What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE

Values and behaviours of **Collaboration, Openness, Respect and Empowerment.**

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Health Mgr Lvl 4
State Award	Health Managers (State) Award
Category	Allied Health Allied Health Management
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The District Manager Integrated Prevention of Violence Abuse and Neglect (PARVAN) and Women's Health Services is responsible for the strategic and operational management and leadership of the WNSWLHD PARVAN and Women's Health programs, ensuring that the agreed priorities and activities are delivered as planned. The Manager is responsible for developing and maintaining effective working relationships with various program stakeholders, as well as the financial, activity, workforce and daily operational management of services provided under the program stream.

KEY ACCOUNTABILITIES

- Lead the planning, direction, significant redesign and delivery of the program's agreed scope of work, budget and resources, to ensure the team achieve outcomes and deliverables within budget, on time and in line with activity and service targets.
- Establish and maintain strong working relationships with a variety of staff, managers, client groups, and act in a professional and diligent manner. This will include being a central point of contact for stakeholders such as the Ministry of Health, Primary Health Network, NSW Ambulance, Non-Government Organisation, and other external partners.
- Provide direct operational management for staff within the portfolio, including supporting staff to work towards targets, successfully implement changes to work practices/ behaviour and provide coaching, advice and support.
- Lead the design and implementation of new models of care, service delivery, and service planning, and support broad health service review and redesign within a leadership and quality improvement framework.
- Identify, monitor, mitigate and escalate risks associated with the program delivery
- Provide timely, high level advice, recommendations, and reports to the Executive Director Integrated Care, Executive Leadership Team and Board on the progress of activities across the portfolio.

POSITION DESCRIPTION

DRAFT

WNSW LHD – District Manager Integrated PARVAN and Women's Health (HSM4)

KEY CHALLENGES

- Responsibility for leading a dynamic and complex District portfolio. This includes meeting the various financial, personal and workforce challenges among a broad range of programs, which involves exercising critical thinking skills and sound operational judgement.
- Sourcing and understanding evidence for new models of care, communicating the rationale for new ways of working and clearly articulating conceptual models into practical ways of working.
- Developing productive and meaningful working relationships with multiple providers, including internal and external stakeholders, and ability to modify approaches for different groups.

KEY RELATIONSHIPS

Who	Why
Executive Director IntegratedCare	Provide and receive feedback, for performance and operational issues to ensure service delivery is in accordance with agreed priorities and plans. Provide expert support and advice.
WNSWLHD Internal Managers, sites and Staff(variable departments and locations)	Provide and receive feedback, for performance and operational issues to ensure service delivery is in accordance with agreed priorities and plans.
Direct operational teams	Provide line management, supervision and support to all staff reporting up to this program stream. Act as the point of escalation for any strategic and operational issues.
External agencies	Work collaboratively with external partners to facilitate strong working relationships. Provide and receive feedback on program deliverables.

SELECTION CRITERIA

1. Relevant tertiary qualifications and experience in a health-related discipline related to trauma informed care, current membership of the appropriate Australian professional association in the discipline; and a significant level of program management experience in health or community service sector.
2. Demonstrated advanced skills in successfully planning, managing and evaluating health programs/projects to meet specified objectives, in a timely and cost effective manner.
3. Demonstrated advanced written and oral communication and presentation skills, experience using a variety of media and communication methods and proficiency with relevant computer applications.
4. Demonstrated experience managing a budget and resources within a health environment, including understanding of accrual and reconciliation processes and the preparation and interpretation of common financial reports.
5. Demonstrated experience effectively managing staff, including demonstrated ability to lead, motivate and engage staff in different working groups.
6. Proficient interpersonal skills, including a demonstrated high level ability to effectively build rapport with various stakeholders relevant to the portfolio.
7. Current unrestricted drivers' license. Ability and willingness to drive/travel as the role requires. This may involve driving long distances and overnight stays.

POSITION DESCRIPTION

WNSW LHD – District Manager Integrated PARVAN and Women's Health (HSM4)

OTHER REQUIREMENTS

Western NSW Local Health District is committed to providing a person centered environment focusing on all aspects of safety and quality. Each employee has a responsibility to ensure the highest standard of Quality care. Role and responsibilities are to be performed in a manner that is in accordance with relevant legislation, awards, state and local policies, procedures and guidelines.

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels.

Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.
3. Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety

POSITION DESCRIPTION

WNSW LHD – District Manager Integrated PARVAN and Women’s Health (HSM4)

CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

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	Highly Advanced
	Manage Self	Highly Advanced
	Value Diversity	Highly Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	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	Advanced
	Technology	Adept
	Procurement and Contract Management	Foundational
	Project Management	Intermediate
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

POSITION DESCRIPTION

WNSW LHD – District Manager Integrated PARVAN and Women's Health (HSM4)

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> • Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports
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	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats

POSITION DESCRIPTION

WNSW LHD – District Manager Integrated PARVAN and Women's Health (HSM4)

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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
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 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 Pre-empt and minimise conflict within the organisation and with 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
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> Clarify 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

Core Activities

Title:	District Manager Integrated PARVAN and Women's Health
Classification:	Health Manager L4 (Anticipated Grading)
Department/Facility:	Integrated Care Directorate
PD reference no:	
Reporting to:	Executive Director Integrated Care
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

	Core Activities
1.	Manage the PARVAN and Women's Health workforce capacity and performance across the district.
2.	Ensure all staff meet their position classification competencies and are well equipped to perform their patient centred services with restorative care, wellness and a trauma informed approach to care planning.
3.	Lead the planning, implementation and evaluation of practice and process changes resulting for the State and National reforms as they emerge.
4.	Provide clinical and operational leadership for the program managers on a day to day basis
5.	Manage the clinical governance for each program; as well as the contract management for the range of services.
6.	Manage the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Lead the PARVAN redesign strategies, including the response to other initiatives and State reforms as they arise.
8.	Provide direct line management, supervision and leadership for T4 clinical managers, including the utilisation of the Living Well Together tools.
9.	Lead the resolution of complex problems associated with provision of tailored care and when required develop strategies, and relevant action plans with effective communication to address service gaps.
10.	Work closely with the Executive Director Integrated Care to ensure financial performance indicators are met; and a narrative is provided for variation.
11.	Provide other assistance as required to the Executive Director Integrated Care
12.	Provide support, relief and back up Senior Nurse Manager Maternity and Associated Services and the Senior Manager Children, Young People and Families as required.
13.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
14.	Willingness to travel as required, both internal and external to the LHD.



INTEGRATED CARE
DIRECTORATE

Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.		
	Name: _____		
	Signature: _____ Date: / /		
Manager	Signature: _____ Date: / /		

WNSWLHD – Clinical Lead Integrated Crisis and Response (PARVAN) Level 5 - Senior Health Clinician

What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Sexual Assault Worker Lvl 5 or Health Professional Lvl 5 (To be determined)
State Award	NSW Health Service Health Professionals (State) Award
Category	Allied Health Sexual Assault Worker or Health Professional Lvl 5
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

To lead the provision of a high quality efficient Integrated Crisis and Response clinical service to people in Western NSW Local Health District (WNSWLHD).

KEY ACCOUNTABILITIES

- Be accountable for leading the provision of the service to ensure people in Western NSW Local Health District receive a high quality clinical service
- Demonstrate high level of professional knowledge and exercise substantial professional judgement to ensure a high quality of clinical service delivery
- Undertake work of significant scope and complexity and independently undertake duties of a novel and/or critical nature to meet organisations goals including participating in providing a range of crisis and response services for victims of Sexual Assault and/or Violence.
- Promote quality and safety of services by ensuring appropriate clinical supervision and support is provided to staff.
- Identify and lead action on opportunities for improvement in clinical practice, and develop and lead ongoing quality improvement activities in order to improve clinical care provided to people in Western NSW Local Health District.
- NSW. Work with Emergency Departments, Medical staff, SANE nurses and counselling staff providing forensic services and responses to victims of Sexual Assault or violence in Western NSW Local Health District.
- Demonstrate leadership in the achievement of team and organisation goals and objectives, including planning, implementing, evaluating and reporting on services, to promote efficient and effective clinical care and team performance
- Manage the resources of the Integrated Crisis and Response team in order to deliver and efficient and effective services.
- Take responsibility for the effective recruitment, leadership, management, development and performance of direct reports and play an active role in team culture development.
- Lead and participate in performance development processes for direct reports and self in order to contribute to team and own professional growth
- Demonstrate and drive cultural competence and a commitment to improve the health outcomes of Aboriginal people.

WNSWLHD – Clinical Lead Integrated Crisis and Response (PARVAN) Level 5 - Senior Health Clinician

KEY CHALLENGES

- To lead, in an environment of constant change, improvement in the quality and efficiency of clinical services provided and the patient/ client experience.
- To manage conflicting priorities within limited resources available.

KEY RELATIONSHIPS

Who	Why
Clients/ patient and their families.	To communicate with patients and their families to understand needs and deliver high quality and complex patient focused care.
Members of the multidisciplinary team locally and across NSW, and professional colleagues across the District and in other jurisdictions.	To develop collaborative relationships and promote delivery of high quality care.
Line manager, members of facility Executive team and staff in District Directorate roles.	To develop strong working relationships in order to facilitate problem solving and safe and efficient delivery of care.
Other providers of Allied Health services, locally and across NSW.	To communicate professionally with a range of providers of health services in the delivery of quality care to patients and their families.
External organisations, e.g., preschools, schools and aged care providers.	To work collaboratively to meet needs of patients in a variety of settings across a wide geography.

SELECTION CRITERIA

1. Tertiary qualification in the relevant discipline and eligibility for membership of appropriate Australian professional association in the discipline.
2. Demonstrated highly proficient written, verbal, interpersonal and negotiation skills.
3. Demonstrated ability to take a leadership role in developing and maintaining a strong multidisciplinary team.
4. Proven ability to effectively prioritise and organise own work/ caseload and facilitate this in team members.
5. Demonstrated ability to successfully complete quality improvement projects and implement evidence based practice.
6. Demonstrated ability in managing team resources effectively.
7. Demonstrated leadership capability and ability to lead a team.
8. Demonstrated ability to work independently and to develop and implement innovative solutions.

WNSWLHD – Clinical Lead Integrated Crisis and Response (PARVAN) Level 5 - Senior Health Clinician

OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels. Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.
3. Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

POSITION DESCRIPTION**DRAFT**

WNSWLHD – Clinical Lead Integrated Crisis and Response (PARVAN) Level 5 - Senior Health Clinician



CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

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	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Intermediate
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Intermediate
	Influence and Negotiate	Adept
Results	Deliver Results	Adept
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
People Management	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Adept

POSITION DESCRIPTION

WNSWLHD - Joint Investigation Response Team (JIRT) Sexual Assault Worker Level 5 - Senior Health Clinician



NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none">Represent the organisation in an honest, ethical and professional way and encourage others to do soDemonstrate professionalism to support a culture of integrity within the team/unitSet an example for others to follow and identify and explain ethical issuesEnsure that others understand the legislation and policy framework within which they operateAct to prevent and report misconduct, illegal and inappropriate behaviour
Personal Attributes Manage Self	Adept	<ul style="list-style-type: none">Look for and take advantage of opportunities to learn new skills and develop strengthsShow commitment to achieving challenging goalsExamine and reflect on own performanceSeek and respond positively to constructive feedback and guidanceDemonstrate a high level of personal motivation
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none">Tailor communication to the audienceClearly explain complex concepts and arguments to individuals and groupsMonitor own and others' non-verbal cues and adapt where necessaryCreate opportunities for others to be heardActively listen to others and clarify own understandingWrite fluently in a range of styles and formats
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none">Take responsibility for delivering high quality customer-focused servicesUnderstand customer perspectives and ensure responsiveness to their needsIdentify customer service needs and implement solutionsFind opportunities to co-operate with internal and external parties to improve outcomes for customersMaintain relationships with key customers in area of expertiseConnect and collaborate with relevant stakeholders within the community
Relationships	Intermediate	<ul style="list-style-type: none">Build a supportive and co-operative team environment

POSITION DESCRIPTION

WNSWLHD - Joint Investigation Response Team (JIRT) Sexual Assault Worker Level 5 - Senior Health Clinician



NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Work Collaboratively		<ul style="list-style-type: none">Share information and learning across teamsAcknowledge outcomes which were achieved by effective collaborationEngage other teams/units to share information and solve issues and problems jointlySupport others in challenging situations
Results Think and Solve Problems	Adept	<ul style="list-style-type: none">Research and analyse information, identify interrelationships and make recommendations based on relevant evidenceAnticipate, identify and address issues and potential problems and select the most effective solutions from a range of optionsParticipate in and contribute to team/unit initiatives to resolve common issues or barriers to effectivenessIdentify and share business process improvements to enhance effectiveness
Business Enablers Finance	Intermediate	<ul style="list-style-type: none">Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spendingTake account of financial and budget implications, including value for money in planning decisionsPresent basic financial information to a target audience in an appropriate formatUnderstand financial audit, reporting and compliance obligations and the actions needed to satisfy themDisplay an awareness of financial risk and exposure and solutions to address these
Business Enablers Project Management	Adept	<ul style="list-style-type: none">Prepare clear project proposals and define scope and goals in measurable termsEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsPrepare accurate estimates of costs and resources required for more complex projectsCommunicate the project strategy and its expected benefits to othersMonitor the completion of project milestones against goals and initiate amendments where necessaryEvaluate progress and identify improvements to inform future projects

POSITION DESCRIPTION

WNSWLHD - Joint Investigation Response Team (JIRT) Sexual Assault Worker Level 5 - Senior Health Clinician



NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage Reform and Change	Adept	<ul style="list-style-type: none">• Actively promote change processes to staff and participate in the communication of change initiatives across the organisation• Provide guidance, coaching and direction to others managing uncertainty and change• Engage staff in change processes and provide clear guidance, coaching and support• Identify cultural barriers to change and implement strategies to address these

Core Activities

Title:	Clinical Lead Integrated Crisis and Response
Classification:	Health Professional L5/Sexual Assault Worker L5 (Anticipated Grading)
Department/Facility:	Integrated Care Directorate
PD reference no:	
Reporting to:	Executive Director Integrated Care
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

Core Activities	
1.	Provide overall management and expansion of the On-Call services and Assessment Centres across Western NSW LHD.
2.	Support forensic Examiners including supervision models for SANES, Drs and Paediatricians. Ensure all staff meet their position classification competencies and are well equipped to perform their patient centred services with restorative care, wellness and a trauma informed approach to care planning.
3.	Lead and coordinate the training, recruitment and Forensic Examiner meetings for the of On Call Counsellors, Assessment Centre Workers and Forensic Examiners across the LHD. Monitor VMO contracts
4.	Provide clinical and operational leadership while managing and coordinating the expansion of the 24/7 Service to include DFV, CP Psychosocial support, the rollout of training implementation and monitoring of the communication plan and evaluation and monitoring of resources, rosters and documentation requirements.
5.	Support and expand the Medical, SANE and Counselling workforce across the LHD
6.	Provide support and clarification on Subpoenas and evidence with Sexual Assault Communications Legal Aid Solicitors, Information Manager, and Ministry Legal Team
7.	Manage the Medical Lead and SANE specific positions, and provide clinical support to Snr Sexual Assault Counsellors who undertake the day to day management of the On Call Services
8.	Manage and implement the on-call Paediatrician support program across the LHD- which has been piloted in Bathurst.
	Implement and Monitor the Photography Policy for adults and children and maintain Legal Compliance, provide information and education regarding ECAVs specific Courses and maintain requirements.
8.	Manage the performance against the programs key performance indicators, including data collection, review, reporting, and planning for continuous improvement. Provide monitoring and feedback on Budget of On-call Service
9.	Liaise with Emergency Departments in regards to appropriate space and resources within Emergency Departments across the LHD.
10.	Manage the implementation and ongoing support of the EEKS (early Evidence Kits)
11.	Implement the Consumer Feedback survey (pilot with Northern Sydney LHD)
9.	Lead the resolution of complex problems associated with provision of tailored care and when required develop strategies, and relevant action plans with effective communication to address service gaps.

11.	Provide other assistance as required to the Manager Crisis and Response and Women's Health.
13.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
14.	Willingness to travel as required, both internal and external to the LHD.

Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document. Name: _____
Manager	Signature: _____ Date: / /
	Signature: _____ Date: / /

POSITION DESCRIPTION**DRAFT****WNSWLHD – Manager Integrated Crisis and Response and Women's Health - Nurse Manager Grade 4****What we can expect from each other**

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Nurse Mgr Gde 4
State Award	Public Health System Nurses & Midwives (State) Award
Category	Nursing & Midwifery Nurse Manager
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The Health Service Manager provides efficient and effective day to day operational leadership and management of facility services to enable delivery of high standards of care and services for patients and their families.

KEY ACCOUNTABILITIES

- Manages and supervises staff, through performance management and clinical supervision to ensure services and care provided is safe and appropriate and meets professional standards.
- Develops operational planning and monitoring of facility services to ensure optimal services are delivered within allocated budget, contributes to the operational and strategic plans of the facility and Local Health District (LHD).
- Develops, monitors and evaluates allocation and utilisation of the facility workforce, including, development of staffing profiles, rostering, and skills mix to support delivery of safe, high quality clinical services and ensure adherence to industrial requirements.
- Initiates development of and/or upholds policies and professional standards of practice, to enable staff to deliver services and care which is safe and evidenced based best practice.
- Develops, monitors and evaluates resource allocation and utilisation to ensure services and care are delivered effectively and efficiently.
- Provides leadership to enable the delivery of high quality professional and clinical services through direction and support of staff, ongoing evaluation and management (including change management) of service needs in consultation with a multidisciplinary team, development of policies related to clinical services and promotes continuous improvement in practice.

POSITION DESCRIPTION**DRAFT****WNSWLHD – Manager Integrated Crisis and Response and Women’s Health - Nurse Manager Grade 4****KEY RELATIONSHIPS**

Who	Why
District Manager Integrated PARVAN and Women’s Health	Operational and/ or strategic manager providing guidance, direction and feedback to deliver quality nursing services and nursing care.
PARVAN and Women’s Health staff	Provide clinical leadership and management; collaborate regarding patient care to enable delivery of best practice care.
NGO and Non-NGO Health services and care providers as appropriate.	Collaborate regarding patient care and services to ensure continuity and best practice care.

SELECTION CRITERIA

1. Current Authority to Practise as a Registered Nurse (Division 1) with the Australian Health Practitioner Regulation Agency (AHPRA). Extensive relevant post registration nursing experience and relevant post graduate qualifications in management.
2. Demonstrated leadership skills and people management skills with the ability to empower, motivate and manage employees to achieve service and professional goals through recognised service improvements and using change management principles.
3. Demonstrated knowledge and understanding of contemporary professional and operational facility and service management and expertise at a senior level in the health environment.
4. Demonstrated ability to facilitate professional standards and competence staff. Proven ability to function effectively as part of a senior management team and to work collaboratively with other professionals in the management of health care services.
5. Demonstrated ability to manage workforce requirements, including profile management, within industrial frameworks.
6. Demonstrated highly developed information technology, communication and interpersonal skills including the ability to consult with staff, conflict management and resolution, negotiation, persuasiveness and facilitation.
7. Demonstrated ability to lead the development of policies and practices, including requirements of the National Safety & Quality Health Standards, and develop an environment which promotes continuous improvement in practice and services.
8. Current licence to drive in NSW with the ability to drive for work purposes.

OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels. Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.
3. Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

POSITION DESCRIPTION

DRAFT

WNSWLHD – Manager Integrated Crisis and Response and Women's Health - Nurse Manager Grade 4



CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

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	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

POSITION DESCRIPTION**DRAFT****WNSWLHD – Manager Integrated Crisis and Response
and Women’s Health - Nurse Manager Grade 4****NSW Public Sector Capability Framework**

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
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 • 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 • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • 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 output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately

POSITION DESCRIPTION

WNSWLHD - Health Service Manager (Facility) - Nurse Manager Grade 4



NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">Consider the implications of a wide range of complex issues, and shift business priorities when necessaryUndertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Business Enablers Technology	Adept	<ul style="list-style-type: none">Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasksIdentify opportunities to use a broad range of communications technologies to deliver effective messagesUnderstand, act on and monitor compliance with information and communications security and use policiesIdentify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the businessSupport compliance with the records, information and knowledge management requirements of the organisation
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none">Refine roles and responsibilities over time to achieve better business outcomesRecognise talent, develop team capability and undertake succession planningCoach and mentor staff and encourage professional development and continuous learningProvide timely, constructive and objective feedback to staffAddress and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective wayImplement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none">Promote a sense of purpose and enable others to understand the links between government policy and organisational goalsBuild a shared sense of direction, clarify priorities and goals and inspire others to achieve themWork with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomesCreate opportunities for recognising and celebrating high performance at the individual and team levelWork to remove barriers to achievement of goals

POSITION DESCRIPTION**WNSWLHD - Health Service Manager
(Facility) - Nurse Manager Grade 4****NSW Public Sector Capability Framework**

Group and Capability	Level	Behavioural Indicators
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Core Activities

Title:	Manager Integrated Crisis and Response and Women's Health
Classification:	Nurse Manager L4 (Anticipated Grading)
Department/Facility:	Integrated Care Directorate
PD reference no:	
Reporting to:	District Manager Integrated PARVAN and Women's Health
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

Core Activities	
1.	Manage the Women's health and crisis and response workforce capacity and performance across the district.
2.	Ensure all staff meet their position classification competencies and are well equipped to perform their patient centred services with restorative care, wellness and a trauma informed approach to care planning.
3.	Facilitate the planning, implementation and evaluation of practice and process changes resulting for the State and National reforms as they emerge.
4.	Provide clinical and operational leadership for the program managers on a day to day basis
5.	Manage the clinical governance for each program; as well as the contract management for the range of services.
6.	Manage the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Lead the implementation of the relevant District and State reforms and other initiatives as they arise.
8.	Provide direct line management, supervision and leadership for clinical staff reporting to the position, including the utilisation of the Living Well Together tools.
9.	Lead the resolution of complex problems associated with provision of tailored care and when required develop strategies, and relevant action plans with effective communication to address service gaps.
10.	Work closely with the District Manager Integrated PARVAN and Women's Health to ensure financial performance indicators are met; and a narrative is provided for variation.
11.	Provide other assistance as required to the District Manager Integrated PARVAN and Women's Health
12.	Provide support, relief and back up District Integrated PARVAN Manager as required.
13.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
14.	Willingness to travel as required, both internal and external to the LHD.



INTEGRATED CARE
DIRECTORATE

Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.		
	Name: _____		
	Signature: _____ Date: / /		
Manager	Signature: _____ Date: / /		

WNSWLHD – Project Officer Planned Care for Better Health

What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Health Mgr Lvl 1
State Award	Health Managers (State) Award
Category	Primary and Community Care Community Management
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The Project Officer Planned Care for Better Health will work in a District wide role, as a team member of the Western NSW LHD Planned Care for Better Health, to focus on supporting carers as partners in care and development of strategies to support the social care needs for vulnerable enrolled patients/clients in a respectful and culturally appropriate and holistic way.

KEY ACCOUNTABILITIES

- Engage with the Planned Care for Better Health team to enhance support strategies for the vulnerable patients/clients in accessing appropriate social care needs to enhance the provision of holistic and patient centred health and social care.
- Work directly with the range of community providers to improve equitable access to social care services, including providing information about the role of the services that are available and how they can be accessed.
- Work as a primary conduit between the Planned Care for Better Health team, Community Health team, local Aboriginal communities and other partners to develop strategies to enhance access to social care services in partnership with internal and external service providers.
- Support the development of appropriate education programs and engaging in team/peer review meetings on a regular basis.
- Oversee quality improvement activities.
- Support service development focusing on the implementation of the Planned Care for Better Health with a specific focus on the social care aspect of care.
- Collaborate with other team members as required to review, develop, document, communicate and implement policies, procedures and guidelines to ensure the needs of those consumers enrolled in Planned Care for Better Health are appropriately included and addressed in these documents.

WNSWLHD – Project Officer Planned Care for Better Health

KEY CHALLENGES

- Provision of an equitable high quality social care.
- Competing demands of the role, including, developing partnerships, capacity building, service development, quality improvement etc.
- Working with a cohort of patients, all of which are facing a range of health and social care challenges.

KEY RELATIONSHIPS

Who	Why
Manager	Direct line manager, collaboration, delegation and supervision to allow the achievement of the key accountabilities.
A range of providers, including inpatient and community teams.	To ensure cultural appropriate care is provided through education, capacity building and resource provision.
Aboriginal Community Controlled Health Services and other Aboriginal and community based service providers.	To facilitate strong partnerships, which support the provision of culturally appropriate high quality social support approaches.
Patients, family/carers and the Aboriginal community.	To facilitate culturally appropriate care which is patient centred and meets their needs and expectations.

SELECTION CRITERIA

1. Tertiary qualifications in health, social sciences or a related field, or demonstrated equivalent experience.
2. Demonstrated understanding of, and interest in carer and patient support, reflected through work experience and/or attendance at education and training, and an awareness of the issues impacting Aboriginal people in relation to grief and loss, and the impact of this on cultural and social wellbeing.
3. The ability to communicate respectfully, clearly, and succinctly, to listen to others and to prepare written material that is concise, accurate, well-structured and easy to follow by the intended audience.
4. Demonstrated ability to form collaborative partnerships to positively influence internal and external stakeholders to achieve the best outcomes for the vulnerable community members.
5. Sound organisational skills, being able to work autonomously, demonstrate attention to detail and prioritise workloads to meet deadlines and deliver on commitments.
6. Demonstrated understanding of the quality improvement principles, to support service development and improvement.
7. Current licence to drive in NSW with the capacity to travel regularly for work purposes, including overnight stays when required.

WNSWLHD – Project Officer Planned Care for Better Health

OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels.

Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.

Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

Core Activities

Title:	Project Officer Planned Care for Better Health
Classification:	Health Manager L1 (Anticipated Grading)
Department/Facility:	Integrated Care Directorate
PD reference no:	
Reporting to:	District Manager Planned Care for Better Health
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

	Core Activities
1.	Engage with the Planned Care for Better Health team to enhance support strategies for the vulnerable patients/clients in accessing appropriate social care needs to enhance the provision of holistic and patient centred health and social care.
2.	Oversee quality improvement activities.
3.	Actively participate in the planning, implementation and evaluation of a range of strategies associated with the services provided within the team.
4.	Support service development focusing on the implementation of the Planned Care for Better Health with a specific focus on the social care aspect of care.
5.	Manage the contract management where appropriate for the range of services.
6.	Actively participate in managing the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Participate in the development and implementation of the range of State reforms relevant to Planned Care for Better Health as they arise.
8.	Work closely with the Manager Planned Care for Better Health to ensure financial performance indicators are met; and a narrative is provided for variation.
9.	Provide other assistance as required to the Manager Planned Care for Better Health
10.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
11.	Willingness to travel as required, both internal and external to the LHD.



Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.		
	Name: _____		
	Signature: _____	Date: / /	/
Manager	Name: _____		
	Signature: _____	Date: / /	/

POSITION DESCRIPTION

WNSWLHD - Aboriginal Community Palliative Care Liaison Officer



What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Health Mgr Lvl 1
State Award	Health Managers (State) Award
Category	Primary and Community Care Community Management
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The Senior Aboriginal Palliative Care Liaison Officer will work in a District wide role, as a team member of the Western NSW LHD Specialist Palliative Care Service, to ensure respectful and culturally appropriate, holistic palliative and end of life care for Aboriginal people.

KEY ACCOUNTABILITIES

- Engage with community elders and other Aboriginal community members to improve knowledge of and promote culturally appropriate advance care planning and palliative and end of life care understanding in the community.
- Work directly with the Aboriginal community, to improve equitable access to palliative care services, including providing information about the role of the services that are available and how they can be accessed.
- Work as a primary conduit between the District and local Aboriginal communities to ensure access to palliative and end of life care services in partnership with internal and external service providers.
- Work directly with the Specialist Palliative Care Service and other teams who provide palliative and end of life care, to ensure they have an appropriate understanding of Sorry Business and that there are culturally appropriate processes in place for bereavement follow up for the Aboriginal community.
- Support the development of cultural capability, by developing and delivering appropriate education programs and engaging in team/peer review meetings on a regular basis.
- Oversee palliative and end of life care quality improvement activities, which support the development of culturally safe environments and services for Aboriginal people, including the development of culturally appropriate resources.
- Support service development, including culturally appropriate models of care for palliative and end of life care, to ensure timely and equitable access to palliative and end of life care for the Aboriginal community.
- Collaborate with other team members as required to review, develop, document, communicate and implement policies, procedures and guidelines to ensure the needs of Aboriginal consumers are appropriately included and addressed in these documents.

POSITION DESCRIPTION

WNSWLHD - Aboriginal Community Palliative Care Liaison Officer



KEY CHALLENGES

- Provision of an equitable high quality specialist palliative care service, by a limited workforce across a geographically dispersed Local Health District.
- Competing demands of the role, including, developing partnerships, capacity building, service development, quality improvement etc.
- Working with a cohort of patients, all of which are facing a life limiting illness.

KEY RELATIONSHIPS

Who	Why
Manager Palliative Care Service.	Direct line manager, collaboration, delegation and supervision to allow the achievement of the key accountabilities.
Specialist Palliative Care Team.	To ensure cultural appropriate palliative and end of life care, by building the cultural capability of the team.
Other providers of palliative and end of life care, including inpatient and community teams and providers.	To ensure cultural appropriate palliative and end of life care, through education, capacity building and resource provision.
Aboriginal Community Controlled Health Services and other Aboriginal and community based service providers.	To facilitate strong partnerships, which support the provision of culturally appropriate high quality palliative and end of life care.
Patients, family/carers and the Aboriginal community.	To facilitate culturally appropriate care which is patient centred and meets their needs and expectations.

SELECTION CRITERIA

1. Aboriginal or Torres Strait Islander descent. An applicant's race is a genuine occupational qualification and is authorised by section 14 of the Anti-Discrimination Act' 1977 (NSW).
2. Tertiary qualifications in health, social sciences or a related field, or demonstrated equivalent experience.
3. Demonstrated understanding of, and interest in palliative and end of life care and advance care planning, reflected through work experience and/or attendance at palliative care education and training, and an awareness of the issues impacting Aboriginal people in relation to grief and loss, and the impact of this on cultural and social wellbeing.
4. The ability to communicate respectfully, clearly, and succinctly, to listen to others and to prepare written material that is concise, accurate, well-structured and easy to follow by the intended audience.
5. Demonstrated ability to form collaborative partnerships to positively influence internal and external stakeholders to achieve the best outcomes for the Aboriginal community.
6. Sound organisational skills, being able to work autonomously, demonstrate attention to detail and prioritise workloads to meet deadlines and deliver on commitments.
7. Demonstrated understanding of the quality improvement principles, to support service development and improvement.
8. Current licence to drive in NSW with the capacity to travel regularly for work purposes, including overnight stays when required.

POSITION DESCRIPTION

WNSWLHD - Aboriginal Community Palliative Care Liaison Officer



OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels.

Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.

Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

Core Activities

Title:	Aboriginal Carer and Patient Experience Coordinator
Classification:	Health Manager L1 (Anticipated Grading)
Department/Facility:	To be confirmed
PD reference no:	
Reporting to:	To be confirmed
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

Core Activities	
1.	Engage with the Patient Experience Planned Care for Better Health team to enhance support strategies for the vulnerable patients/clients in utilizing carers to enhance the provision of holistic and patient centred health and social care.
2.	Oversee quality improvement activities.
3.	Actively participate in the planning, implementation and evaluation of a range of strategies associated with the services provided within the team.
4.	Develop a Carer Operational Plan and support service development focusing on the implementation of the strategies outlined that enhance carer engagement and experience.
5.	Provide annual and ad hoc reports to the Manager and Ministry of Health relating to the Carer activities.
6.	Actively participate in managing the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Participate in the development and implementation of the range of State reforms relevant to Carers and Patient experience as they arise.
8.	Work closely with the Manager to ensure financial performance indicators are met; and a narrative is provided for variation.
9.	Provide other assistance as required to the Manager Health
10.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
11.	Willingness to travel as required, both internal and external to the LHD.



Commitment to Role	I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.		
Name:	<hr/>		
Signature:	<hr/> Date: / /		
Manager	Name: <hr/>		
Signature:	<hr/> Date: / /		