Proposed Restructure
Agency for Clinical Innovation

Dear Member,

Attached is correspondence the HSU has received from the Agency of Clinical Innovation regarding a proposed restructure.

Member feedback requested

The HSU industrial team is currently reviewing the potential impacts of the proposed restructure upon affected employees. We are now seeking feedback, views and comments from our members.

Please review the attached documentation and provide comment and feedback by close of business 29 May 2019. You can submit it by email to tom.stevanja@hsu.asn.au or denise.oshaughnessy@hsu.asn.au, using the subject line *ACI Restructure.*

HSU organiser and sub-branch involvement

Your HSU organiser Denise O'Shaughnessy will be visiting your workplace shortly and convening a meeting to discuss the matter with affected employees. The HSU is also seeking expressions of interest from members to be part of the consultative process as a workplace delegate in any upcoming USCC meetings regarding this proposal. The most effective way to deal with these kinds of proposals is by taking into account the concerns of the group, agreeing on a way forward and presenting that united position to management.

Please distribute this newsletter to your work colleagues for their information and comments and encourage them to attend the meeting.

**Not a member of the HSU? Now is time to join and have your say! You can join online at www.hsu.asn.au/join or call 1300 HSU NSW and join over the phone*.*

A union's effectiveness and negotiation power depends upon the strength and density of its membership base. Join your work colleagues today by becoming a member of the Health Services Union and help us continue to protect and improve your working life.

In unity,

Gerard Hayes
Secretary, HSU NSW/ACT/QLD

Mr Gerard Hayes
Secretary
Health Services Union NSW/ACT/Qld
Locked Bag 3
Australia Square
NSW 1215
Email: secretary@hsu.asn.au

Dear Mr Hayes,

Re: Proposed structure change at Agency for Clinical Innovation (ACI)

I am writing to advise of a proposed organisational change within the Agency for Clinical Innovation (ACI), which will result in one affected position – HSM level 4, Knowledge Manager.

The purpose of the role of Knowledge Manager has changed significantly and there is now the requirement for this role to have a greater focus on gathering experiential evidence in a systematic way, and on the rigorous analysis, synthesis and reporting of the qualitative data gathered from clinicians, patients and carers.

As part of our consultation process, we welcome your views on the implementation of the proposed structure.

We have entered into consultation with our impacted staff and have provided 2 weeks for staff to provide feedback to be considered before any final decision is made on the way forward. The affected employee has up to 29 May to provide their feedback on the proposed changes.

I have attached an information pack for your convenience which includes the current and proposed organisational structure.

I will continue to update you as we make progress. Should you have any questions, please do not hesitate to contact me on 0437 634 595 or Dervisen.Komuksu@health.nsw.gov.au
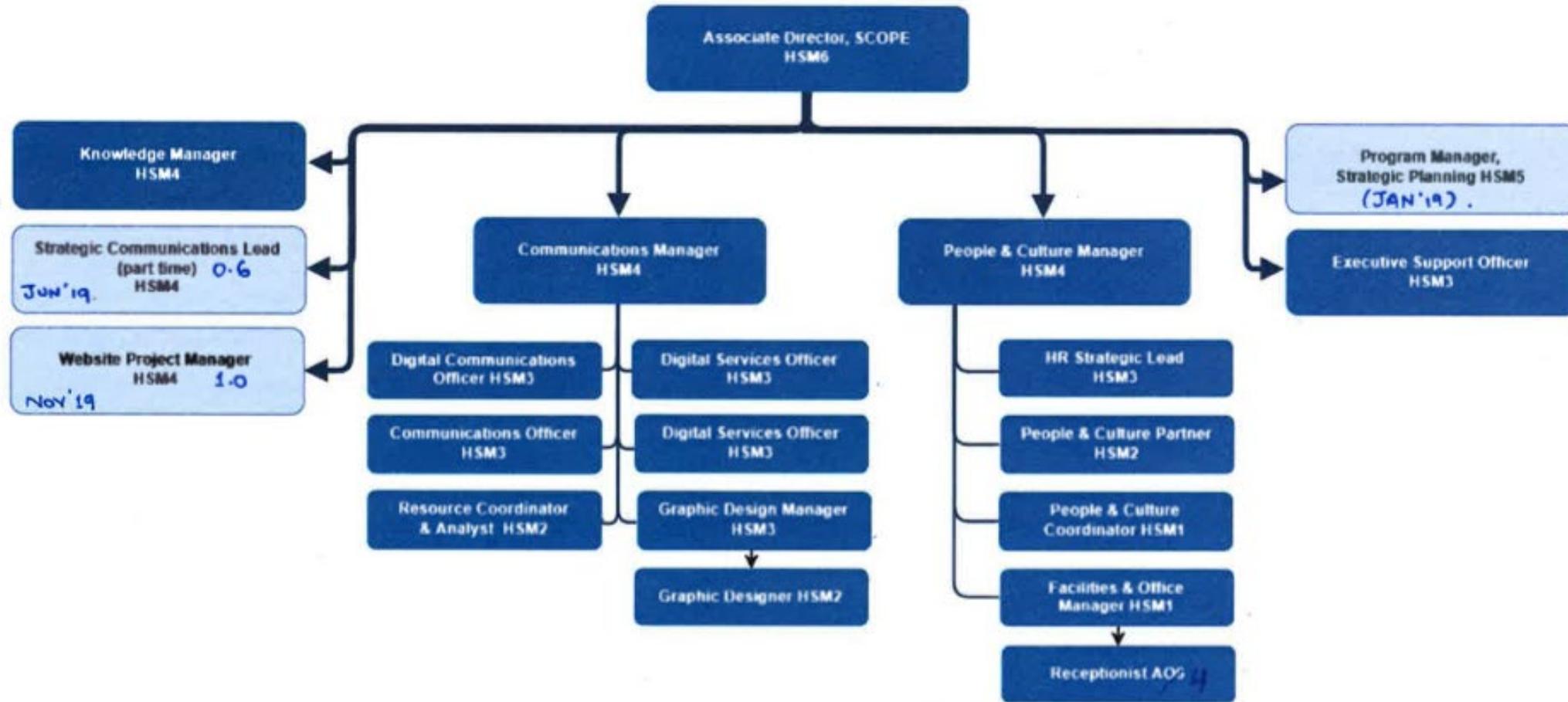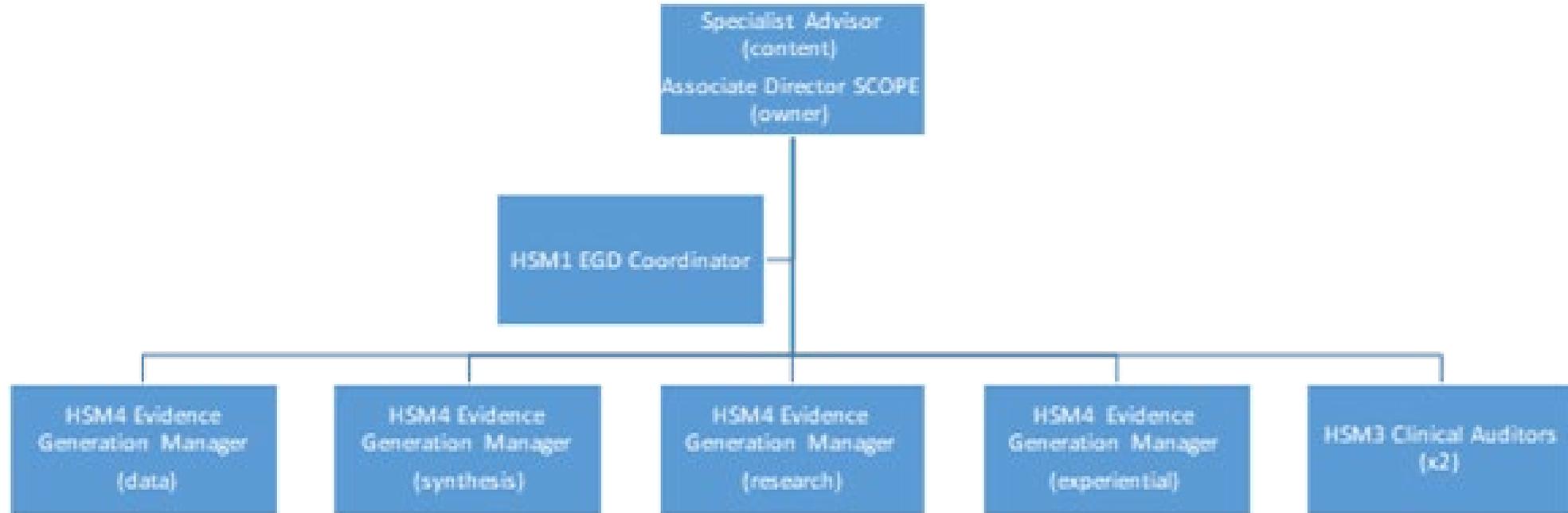
Yours sincerely,

Dervisen Komuksu
Human Resources Business Partner
Pillar Health Agencies and HSSG

Date: 15 May 2019

Current Structure

Proposed New Structure

Position description

Position title	Evidence Generation Manager (experiential knowledge)
Directorate	SCOPE
Award	HSM 4
Location	Chatswood
Responsible to	Specialist Advisor
Responsible for	
Delegation	
Position type	Permanent full time
StaffLink position number	

About the Agency for Clinical Innovation

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Our Clinical Networks, Taskforces and Institutes provide a unique forum for people to collaborate to develop successful healthcare innovations. The ACI works closely with the Ministry of Health, Bureau of Health Information, Clinical Excellence Commission, Health Education and Training Institute and the Cancer Institute NSW. By bringing together leaders from primary, community and acute care settings we create an environment and capability for innovation and redesign and promote an integrated health system.

Statement

"NSW Health is committed to achieving a diverse workforce and strongly encourages applications from Aboriginal and Torres Strait Islander people"

The ACI is committed to workforce diversity, increasing the representation of Aboriginal employees at the ACI through appropriate recruitment and retention and strategies, providing career development opportunities and ensuring that we become an organisation which demonstrates a high level of cultural competence within our staff and the work we do.

Purpose of the position

This role will work collaboratively with all ACI Portfolios, the Ministry for Health, Local Health Districts, Hospitals and health professionals to facilitate and complete multifaceted evidence reviews. The Evidence Generation Manager (synthesis) will:

- Lead the experiential data collection and analysis function to provide timely, valid and relevant information to clinical networks, the ACI Executive and other stakeholders -

capturing, in a systematic and rigorous way, the views, perspectives, attitudes and opinions of health experts – patients and professionals

- Lead the development, delivery and reporting of experiential data capture techniques such as deliberative processes, crowdsourcing and Delphi processes
- Support clinical networks in their use of experiential evidence in developing models of care and other guidance
- Lead an advisory and support function regarding the collection and analysis of qualitative data for key ACI operational areas, such as audit and feedback, implementation science, improvement science, patient engagement, and evaluation
- Manage access to, and assess the validity and utility of, qualitative data analysis software
- Work collaboratively with data analysts, evidence synthesis experts, graphic designers, researchers, clinical experts and communication specialists to produce a range of evidence-based communication products
- Work collaboratively with NSW Health entities, other external stakeholders and information experts across the healthcare system regarding experiential evidence capture, collation, analysis and reporting.

Key accountabilities

The accountabilities of Evidence Generation Manager (experiential knowledge) include, but are not limited to the following:

- Lead a specialist team to develop, support and produce high quality, succinct experiential evidence summaries for a number of priority projects
- Provide timely and tailored advice and support to ACI staff regarding collecting, critiquing and analysing qualitative data
- Contribute to audit and feedback methods and information
- Implement protocols according to industry best practice to ensure rigour and validity of qualitative data collection and analysis.
- Develop and maintain effective partnerships with key internal and external stakeholders to influence and negotiate achievement and implementation of ACI goals and objectives, and ensure and facilitate collaboration with a range of stakeholders including ACI networks, LHDs and hospitals.
- Lead the provision of expert advice on experiential evidence and oversee and undertake the preparation of various documents including analytical reports, briefing papers, discussion papers, presentations reports, research papers, submissions, related correspondence and responses.
- Provide timely, high level advice and support other managers in SCOPE, as directed

Challenges / problem solving

- Managing expectations of competing priorities of key stakeholders
- Accessing multiple information sources in a timely manner
- Participating in multiple projects and activities with non-negotiable timeframes and requiring high quality outcomes and deliverables
- Keeping up to date with current approaches to statistical and data analysis and visualisation, and methods that support the translation of evidence into practice

Communication

Key stakeholders for the role include:

- ACI staff and networks Patients & Carers
- LHD and Hospital managers and clinicians
- The Ministry of Health and the Pillars
- NSW Treasury

Decision making

Please refer to the Key Capabilities Framework for guidance

Role dimensions

Roles reporting directly:

Roles reporting indirectly:

Portfolio Budget:

ACI Budget:

Financial Delegation:

Selection criteria

1. Post graduate tertiary qualification in a relevant field or equivalent; and extensive experience in a qualitative data analysis with demonstrated experience using NVIVO or similar software packages

2. Demonstrated experience in eliciting and capturing qualitative data from focus groups and roundtables; and in techniques such as consensus generating Delphi and deliberative processes

3. Demonstrated experience in leading and developing capability of multidisciplinary teams including providing guidance and advice to staff and fostering a performance-based and customer-focused culture

4. Proven ability to undertake qualitative data analysis and triangulation of results with other data sources

5. Highly developed interpersonal skills with demonstrated experience developing effective professional relationships with internal and external stakeholders including influencing and negotiating with stakeholders to adopt and implement continuous improvement initiatives.

6. Project management experience

Acknowledgement

We have read the above position description and are satisfied it accurately describes the position.

Position Holder's Name	
Signature	
Date	
Manager's Name	
Signature	
Date	

Key Capabilities required for a Health Manager Level 4 position

Capabilities are the underlying skills, knowledge and behaviours which are necessary to perform a particular type or level of work. This section describes the skills, knowledge and capabilities required to perform this role competently. The capabilities have been sourced from the NSW Public Sector Capability Framework. The Framework describes Personal Attributes, Relationships, Results and People Management Capabilities. For further information see www.psc.nsw.gov.au/CapabilityFramework

Personal Attributes

CAPABILITY	BEHAVIOURAL INDICATORS
Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change.	• Be flexible, show initiative and respond quickly when situations change • Offer own opinion and raise challenging issues • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Act with integrity Be ethical and professional, and adhere to the Public Sector Values.	• 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 • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
Manage Self Show drive and motivation, a measured approach and a commitment to learning.	• Look for and take advantage of opportunities to learn new skills and develop strengths • Seek and respond positively to constructive feedback and guidance • Examine and reflect on own performance • Demonstrate a high level of personal motivation
Value Diversity Show respect for diverse backgrounds, experiences and perspectives.	• Recognise and adapt to individual differences and working styles • Support initiatives that create an environment in which diversity is valued

Relationships

CAPABILITY	BEHAVIOURAL INDICATORS
Communicate Effectively Communicate clearly, actively listen to others and respond with respect.	• Present with credibility, engage varied audiences and test levels of understanding • Adjust style and approach to optimise outcomes • Clearly explain complex concepts and arguments to individuals and groups • Actively listen and encourage others to contribute inputs • Write fluently and persuasively in a range of styles and formats
Commit to Customer Service Provide customer centric services in line with public service and organisational objectives.	• Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Resolve complex customers issues and needs • Co-operate across work areas to improve outcomes for customers • Maintain relationships with key customers in area of expertise
Work Collaboratively Collaborate with others and value their contribution.	• Encourage a culture of recognising the value of collaboration • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units
Influence and Negotiate Gain consensus and commitment from others and resolve issues and conflict.	• Influence others with a fair and considered approach and sound arguments • Negotiate from an informed and credible position • Lead and facilitate productive discussion with staff and stakeholders • Pre-empt and minimise conflict

| | • Show sensitivity and understanding in resolving conflicts and differences |

Results

CAPABILITY	BEHAVIOURAL INDICATORS
Deliver Results Achieve results through efficient use of resources and a commitment to quality outcomes.	• Drive a culture of achievement and acknowledge input of others • Identify resource needs and ensure goals are achieved within budget and deadlines • Take responsibility for delivering on intended outcomes • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances.	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Consider the implications of immediate and longer term organisational issues and how these might impact on the achievement of team/unit goals • Accommodate and respond with initiative to changing priorities and operating environments • Ensure current work plans and activities support and are consistent with organisational change initiatives
Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions.	• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options • Identify and share business process improvements to enhance effectiveness
Demonstrate Accountability Be responsible for own actions, adhere to legislation and policy and be proactive to address risk.	• Ensure that actions of self and others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others • Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks

People Management

CAPABILITY	BEHAVIOURAL INDICATORS
Manage and Develop People Engage and motivate staff and develop capability and potential in others.	• Define and clearly communicate roles and responsibilities to achieve team/ unit outcomes • Identify and act on opportunities to provide coaching and mentoring • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective manner • Develop team/ unit plans that take into account capability, strengths and opportunities for development
Inspire Direction and Purpose Communicate goals, priorities and vision and recognise achievements.	• Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Ensure the team/ unit objectives lead to the achievement of the business outcomes that align with organisational policies • Link team performance goals to team/ unit goals to ensure implementation of government policy • Recognise and acknowledge individual/ team performance
Optimise Business Outcomes Manage resources effectively and apply sound workforce planning principles.	• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisation objectives • Plan and monitor resource allocation effectively to achieve team/ unit objectives • Monitor performance against standards and take timely corrective actions • Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context
Manage Reform and Change Support, promote and champion change, and assist others to engage with change.	• Promote change processes and communicate change initiatives across the team/ unit • Accommodate changing priorities and respond flexibly to uncertainty and ambiguity • Engage staff in change processes and provide clear guidance, coaching and support

Position description

Position title	Knowledge Manager
Portfolio	Clinical Program Design and Implementation
Award	HSM 4
Location	Chatswood
Responsible to	Clinical Program Design and Implementation
Delegation	As per ACI Delegations Manual
Position type	Permanent Full Time
StaffLink position number	TBC

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Statement

"NSW Health is committed to achieving a diverse workforce and strongly encourages applications from Aboriginal and Torres Strait Islander people"
The ACI is committed to workforce diversity, increasing the representation of Aboriginal employees at the ACI through appropriate recruitment and retention and strategies, providing career development opportunities and ensuring that we become an organisation which demonstrates a high level of cultural competence within our staff and the work we do.

Purpose of the position

The Knowledge Manager will contribute to the capability of ACI and NSW Health to foster spread of improvements and innovations in the health system. The role will support the development and implementation of an effective knowledge management approach that supports redesign and innovation best practice, and the strategic aim of ACI to be recognised as a learning organisation.

The Knowledge Manager will ensure that the ACI and Clinical Redesign Program learnings, outcomes and evaluations are shared across NSW Health system to underpin effective partnerships to deliver better health outcomes, improved patient experience and efficient service delivery

Key accountabilities

- The accountabilities for the Knowledge Manager include, but are not limited to the following:

- Lead the development and implementation of the Knowledge Management Approach for utilising a range of media

- Develop and maintain networks with health professionals who have expertise, facilitating information exchange to build an effective knowledge network

- Develop partnerships with the health system to proactively identify resources for promotion and sharing.

- Build business rules which determine the quality, relevance and appropriateness of materials submitted for knowledge management.

- Ensure that Redesign and Innovation Knowledge is updated and disseminated in a timely and efficient manner.

- Manage the production of the Innovation Exchange Newsletter, including editorial responsibility, timely dissemination and building subscriptions.

- Manage the ongoing strategy and development of content for the Innovation Exchange.

- Build partnerships which promote ACI's and CHR resources and services to support the organisation's goal to be the 'go to' place for clinician and consumer led reform.

- Collaborate with the Redesign Leaders Network to share knowledge to support health improvement and the profile of redesign.

- Represent and negotiate on behalf of the ACI with internal and external stakeholder organisations in relation to knowledge management.

- Contribute and promote the objectives of the ACI in line with ACI Vision and Values.

- Perform other duties as directed by the Director, Clinical Program Design and Implementation

Challenges / problem solving

- Managing projects and activities given that there are non-negotiable timeframes and the need to produce high quality outcomes and deliverables.

- Consulting and liaising with stakeholders. There is a need to gain the commitment and support of stakeholders under circumstances where they may be directly affected by the outcome of reform initiatives.

- Developing appropriate forums, curricula, media and tools to develop cultural change and skill development in front line clinicians and managers.

- Obtaining engagement and agreement from key stakeholder to maximise acceptance of new initiatives

Communication

Key stakeholders for the role include:

- ACI Chief Executive
- Portfolio Directors
- Redesign Leads
- Local Health District Senior Managers and lead clinicians (multi-disciplinary)
- Clinical Council and Consumer groups
- Clinical Networks
- The Ministry of Health, Pillars and the Cancer Institute

Decision making

Please refer to the Key Capabilities Framework for guidance

Role dimensions

Roles reporting directly: None
Roles reporting indirectly: None
Portfolio Budget: @$685,000
ACI Budget: @$32,210,000

Selection criteria

1. Tertiary qualifications in a related discipline and/or demonstrated equivalent relevant industry experience.

2. Demonstrated experience in strategic development and implementation of a Knowledge Management framework to support a Learning Organisation.

3. Proven skills in managing knowledge to support successful application of innovative approaches and leadership in improvement programs.

4. Demonstrated experience in engaging stakeholders utilising a range of media.

5. High level skills in leading teams or networks to develop and achieve common goals which lead to improved patient care.

6. Demonstrated ability to interpret complex information rapidly and accurately.

7. Demonstrated ability to interact effectively with senior management, clinicians and external stakeholders, to represent and present on behalf of the ACI.

8. High level verbal and written communications, interpersonal, facilitation and negotiation skills.

Acknowledgement

We have read the above position description and are satisfied it accurately describes the position.

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