

Update: Wellington Hospital change to management structure

Dear Member,

Further to [newsletter 785](#) dated 17 October 2019, regarding the proposed change to the Primary Care and Community Health Manager position at Wellington Hospital:

Some members raised concerns that they would not be able to give the appropriate feedback without further information about the current structure and the proposed changes.

We requested the information from local management, and it has now been provided. Please refer to the attached proposed position description and organisational chart to provide further feedback.

Feedback is to now be submitted by 4 November 2019. You can submit it by email to andrew.gallagher@hsu.asn.au with subject line *Wellington Hospital Management*.

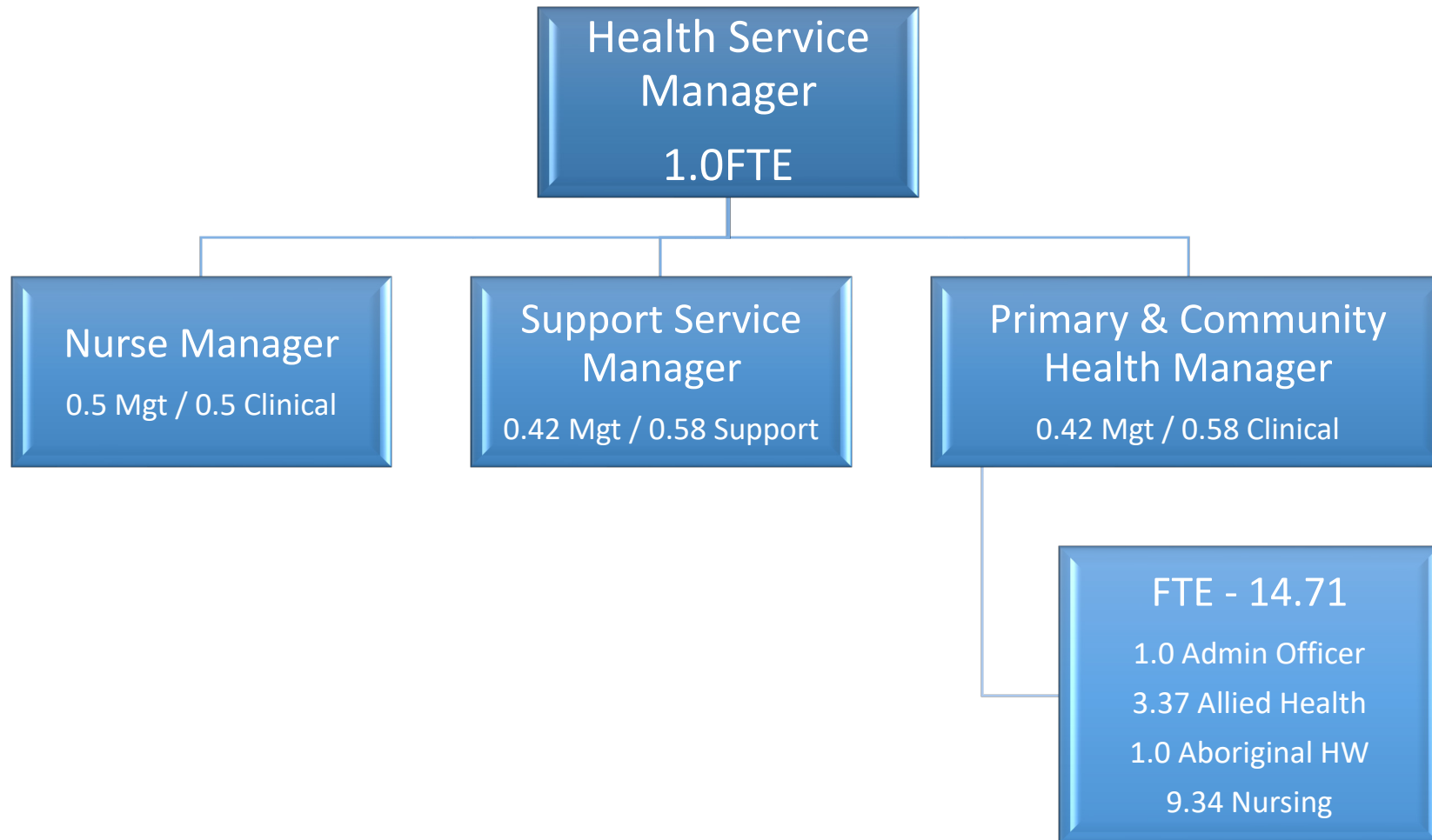
Not a member of the HSU? Now is time to join and have your say! You can join online at www.hsu.asn.au/join or call 1300 HSU NSW and join over the phone.

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



NB: The Primary and Community Health Manager will have day to day operational oversight of the Nursing FTE with a professional reporting line to the Nurse Manager/Health Service Manager should the successful applicant not be a Registered Nurse.

POSITION DESCRIPTION

WNSWLHD - Primary & Community Health Manager - Health Manager Level 2

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 2
State Award	Health Managers (State) Award
Category	Primary and Community Care Community Management
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

Lead and manage the delivery of high quality multi-disciplinary primary and community health services which meet the needs of the community, in alignment with identified strategic directions.

KEY ACCOUNTABILITIES

- Oversee the delivery of high quality, culturally safe, multi-disciplinary clinical and administrative services which are client centred and effectively integrated with other services available to the local community, to promote health and wellbeing outcomes.
- Play a lead role in the planning for local health services and workforce, to ensure they are in line with local identified health and community needs and state and national priorities, and oversee the change management required to implement local service and workforce plans.
- Manage the efficient use and coordination of physical and financial resources to maximise expenditure toward health outcomes and ensure plans are in place to promote business continuity and avoid potential service disruptions.
- Lead and oversee processes which result in quality outcomes, safety and continual improvement which is demonstrated by achievement of a range of performance indicators, outcome measures, surveys and audits.
- Provide clinical leadership to the community based team for delivery of evidence based services within contemporary models of care; and ensure effective governance processes are in place, including appropriate response to incidents and complaints.
- Oversee the compliance with legislation and policy relevant to the Primary and Community Health service provision, including those related to privacy and records, and ensure local operating protocols are developed and effectively utilised where necessary to assist with communication supporting safety, quality and efficiency.

KEY CHALLENGES

POSITION DESCRIPTION

WNSWLHD - Primary & Community Health Manager - Health Manager Level 2

- Ensuring resources are adequately allocated for health prevention and promotion services when there is significant need for provision and coordination of ongoing care in the community.
- Supporting effective collaboration and integration with other health and wellbeing services, despite varying delivery models and structures and traditional independent ways of working.
- Managing a multidisciplinary team and aligning priorities when clinicians have professional reporting lines and strategic expectations of them beyond the service.

KEY RELATIONSHIPS

Who	Why
Line Manager.	To receive direction, supervision and support and to escalate significant issues which may impact on service delivery, to collaborate over solutions.
Multi disciplinary team including administrative/ support roles.	For clinical and corporate leadership and governance.
Local health and wellbeing service providers.	For collaboration over integration of services and client matters.
Local community.	To give information about local services and receive feedback about local need and satisfaction with services provided.

SELECTION CRITERIA

1. Relevant tertiary qualifications including a health discipline or health service management/ administration or equivalent work experience.
2. Experience effectively leading and managing services, resources and workforce in a health delivery context.
3. Demonstrated understanding of contemporary health service delivery challenges and solutions, especially in relation to community based and rural services.
4. Excellent communication skills, including written and verbal communication, the ability to establish effective working relationships with a wide range of internal and external stakeholders and the ability to respond effectively to team and interpersonal culture matters.
5. Good information and communication technology skills, in the use of standard software packages for purposes including email communication; internet searches; basic data entry, manipulation, analysis and reporting; word processing; document preparation and compliance with applicable client records and administration requirements.
6. Problem solving ability, including the ability to seek and analyse relevant information and make and implement decisions which effectively address the matter.
7. Good organisational skills including the ability to effectively prioritise competing demands and delegate responsibilities as appropriate.
8. Current licence to drive in NSW with the ability to drive for work purposes, including occasional overnight stays.

POSITION DESCRIPTION

WNSWLHD - Primary & Community Health Manager - Health Manager Level 2

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 WNSW LHD 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 in line with WNSW LHD's strong commitment to quality and safety.

POSITION DESCRIPTION






WNSWLHD - Primary & Community Health Manager - Health Manager Level 2

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

POSITION DESCRIPTION

WNSWLHD - Primary & Community Health Manager - Health Manager Level 2

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Intermediate	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way • Support a culture of integrity and professionalism • Understand and follow legislation, rules, policies, guidelines and codes of conduct • Help others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct • Recognise and report misconduct, illegal or inappropriate behaviour • Report and manage apparent conflicts of interest
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none"> • Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Work Collaboratively	Intermediate	<ul style="list-style-type: none"> • Build a supportive and co-operative team environment • Share information and learning across teams • Acknowledge outcomes which were achieved by effective collaboration • Engage other teams/units to share information and solve issues and problems jointly • Support others in challenging situations
Results Plan and Prioritise	Intermediate	<ul style="list-style-type: none"> • Understand the team/unit objectives and align operational activities accordingly • Initiate, and develop team goals and plans and use feedback to inform future planning • Respond proactively to changing circumstances and adjust plans and schedules when necessary • 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
Business Enablers	Intermediate	<ul style="list-style-type: none"> • Apply computer applications that enable performance of more complex tasks

POSITION DESCRIPTION

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Technology		<ul style="list-style-type: none">• Apply practical skills in the use of relevant technology• Make effective use of records, information and knowledge management functions and systems• Understand and comply with information and communications security and acceptable use policies• Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies
People Management Manage and Develop People	Adept	<ul style="list-style-type: none">• Define and clearly communicate roles and responsibilities to achieve team/unit outcome• Negotiate clear performance standards and monitor progress• Develop team/unit plans that take into account team capability, strengths and opportunities for development• 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 way• Monitor and report on performance of team in line with established performance development frameworks
People Management Optimise Business Outcomes	Intermediate	<ul style="list-style-type: none">• Develop team/unit plans that take into account team capability and strengths• Plan and monitor resource allocation effectively to achieve team/unit objectives• Ensure team members work with a good understanding of business principles as they apply to the public sector context• Participate in wider organisational workforce planning to ensure the availability of capable resources



Health

Western NSW Local Health District

ROB POSITION DESCRIPTION TEMPLATE: December 2017

Fields marked with an asterisk () are mandatory*

Position Description Title:*	Primary & Community Health Service Manager	
Award:*	Multiple awards?	() Yes (x) No <i>please enter 'x' as applicable</i>
	Health Manager (State) Award	
Position Classification:*	Health Manager Level 1	
Job Category:*	<i>This will be completed by Recruitment Unit – dependent on mapping</i>	
Job Classification:*	<i>This will be completed by Recruitment Unit – dependent on mapping</i>	
Does this role manage others?*	(x) Yes () No <i>please enter 'x' as applicable</i>	If yes, how many FTE? 14.7
Does this role supervise others?*	(x) Yes () No <i>please enter 'x' as applicable</i>	If yes, how many FTE? As above
Primary purpose of the role:*(<i>Summarise in 1 sentence only. It may be useful to complete the key accountabilities first, then summarise these for the purpose</i>)	The position is responsible to lead and manage the delivery of high quality multi-disciplinary primary and community health services to meet the needs of the community, in alignment with identified strategic directions.	
Key Accountabilities:*(<i>5-8, high level summary accountabilities (not specific tasks). These need to be outcome focused- including the intended outcome of the activity. For example: Contribute to quality activities within the department, to ensure ongoing improvement in service provision.</i>)	<ul style="list-style-type: none"> • Oversee and participate in the delivery of high quality, culturally safe, multidisciplinary clinical and administrative services which are client centred and effectively integrated with other services available to the local community, to promote health and wellbeing. • Play a lead role in the planning for local health services and workforce, to ensure they are in line with local identified health and community needs and state national priorities, and oversee the change management required to implement local service and workforce plans. • Manage the efficient use and coordination of physical and financial resources to maximise expenditure toward health outcomes and ensure plans are in place to promote business continuity and avoid service disruption. • Lead and oversee processes which result in quality outcomes, safety and continual improvement which is demonstrated by achievement of a range of performance indicators, outcome measures, surveys and audits. • Provide clinical leadership to the community based team for delivery of evidence based services within contemporary models of care; and ensure effective governance processes 	

		<p>are in place, including appropriate response to incidents and complaints.</p> <ul style="list-style-type: none"> Oversee the compliance with legislation and policy relevant to Primary and Community Health service provision, including those related to privacy and records, and assist in the development of local operating protocols and ensure that they are effectively utilised where necessary to assist with communication supporting safety, quality and efficiency.
Additional Key Accountabilities:		Not applicable for templates. There is an opportunity to add additional accountabilities at the time of recruitment- to localise the role to a facility or specialty, for example. Any additions must be consistent with the grading of the role.
Key Challenges: <i>Max 3. Can leave blank if no significant challenges. Do not put accountabilities here. For example: Prioritising tasks is an accountability. Prioritising tasks in a high volume work area or given multiple competing demands is a challenge.</i>		<ul style="list-style-type: none"> Ensuring resources are adequately allocated for health prevention and promotion services when there is significant need for provision and coordination of ongoing care in the community. Supporting effective collaboration and integration with other health and wellbeing services, despite varying models and structures and traditional independent ways of working. Managing a multidisciplinary team and aligning priorities when clinicians have professional reporting lines and strategic expectations established form beyond the service.
Key Relationships:	Internal * <i>(max 3)</i>	Who: Health Service Manager
		Why: Direct Line Management
		Who: Nurse Manager
		Why: Professional Nursing Support
	External <i>(max 2)</i>	Who:
		Why:
		Who:
		Why:
Selection Criteria: * <i>Consistent with the capability framework, where applicable (maximum 8 for individual PDs or 7 for templates, to allow for at least one additional selection criteria with the recruitment process) Cannot include desirable criteria or willingness to undertake education/obtain a qualification. Additional Selection Criteria: (when added together with above criteria, must not exceed 8)</i>		<ol style="list-style-type: none"> Relevant tertiary qualifications including a health discipline, Clinical Management/Administration or a willingness to complete same or relevant work experience. Experience effectively leading and managing clinical services, resources and people in a health context. Demonstrated understanding of contemporary Primary healthcare models, service delivery challenges and solutions within a rural community based setting. Demonstrated communication proficiency both written and verbal with the ability to establish effective working relationships with both internal and external stakeholders and the ability to respond effectively to team and interpersonal cultural matters. Demonstrated computer and communication technology skills including the use of Microsoft Office Suite, and the capacity and

	willingness to learn and implement new software packages and technologies including online reporting as required.
	6. Problem solving ability, including the ability to seek and analyse relevant information and make and implement decisions which effectively address the issues.
	7. Sound organisational skills including the ability to effectively prioritise competing demands and delegate responsibilities as appropriate.
	8. Current licence to drive in NSW with the ability to drive for work purposes, including occasional overnight stays.
Other Requirements: <i>This statement is standard for all templates – do not edit</i>	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: <ol style="list-style-type: none"> 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.

Capabilities for the Role

Place an 'x' in the appropriate level for each capability accordingly

Capabilities are the underlying skills, knowledge and behaviours which are necessary to perform a particular type or level of work. The NSW Public Sector Capability Framework has been used identify the capabilities required for this role and the level descriptors have been provided for the focus capabilities. The **focus** capabilities are those for which an employee assigned to the role must demonstrate immediate competence, that is, from day one of engagement. Please refer to www.psc.nsw.gov.au/CapabilityFramework

The focus capabilities and capability levels must be applied in alignment with the Comparison Guide. If you are not familiar with the Capability Framework please complete this section in collaboration with your HR Partner or Working Group Lead.

Capabilities <i>(Make focus capabilities bold below. There must be at least one focus capability from each of the 4 or 5 sections)</i>	Foundational (indicate level with x)	Intermediate (indicate level with x)	Adept (indicate level with x)	Advanced (indicate level with x)
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Display resilience and courage		X		
Act with integrity		X		
Manage self			X	
Value diversity		X		
Communicate effectively			X	
Commit to customer Service			X	
Work collaboratively		X		
Influence and negotiate		X		
Deliver results			X	
Plan and prioritise		X		
Think and solve problems			X	
Demonstrate Accountability		X		
Finance		X		
Technology		X		
Procurement and Contract Management	X			
Project Management	X			
<i>The following capabilities are only required for roles which supervise/manage others</i>				
Manage and Develop People			X	
Inspire Direction and Purpose			X	
Optimise Business Outcomes		X		
Manage Reform and Change		X		

Job Demands Checklist

Physical Demands	Frequency (Infrequent, Occasionally, Frequent, Constant, Repetitive, Not Applicable)
Sitting - remaining in a seated position to perform tasks	F
Standing - remaining standing without moving about to perform tasks	F
Walking - Floor type: even / uneven / slippery, indoors / outdoors, slopes	F
Running - Floor type: even / uneven / slippery, indoors / outdoors, slopes	
Bend/Lean Forward from Waist - Forward bending from the waist to perform tasks	
Trunk Twisting - Turning from the waist while sitting or standing to perform tasks	
Kneeling - remaining in a kneeling posture to perform tasks	
Squatting / Crouching - Adopting a squatting or crouching posture to perform tasks	
Leg / Foot Movement - Use of leg and / or foot to operate machinery	
Climbing (stairs/ladders) - Ascend / descend stairs, ladders, steps	
Lifting / Carrying - Light lifting & carrying: 0 - 9 kg	
Lifting / Carrying - Moderate lifting & carrying: 10 - 15 kg	
Lifting / Carrying - Heavy lifting & carrying: 16kg & above	
Reaching - Arms fully extended forward or raised above shoulder	
Pushing / Pulling / Restraining - Using force to hold / restrain or move objects toward or away from the body	
Head / Neck Postures - Holding head in a position other than neutral (facing forward)	
Hand & Arm Movements - Repetitive movements of hands and arms	
Grasping / Fine Manipulation - Gripping, holding, clasping with fingers or hands	
Work At Heights - Using ladders, footstools, scaffolding, or other objects to perform work	
Driving - operating any motor powered vehicle	
Sensory Demands	Frequency (Infrequent, Occasionally, Frequent, Constant, Repetitive, Not Applicable)
Sight - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	
Hearing - Use of hearing is an integral part of work performance e.g. Telephone enquiries	

Smell - Use of smell is an integral part of work performance e.g. Working with chemicals	
Taste - Use of taste is an integral part of work performance e.g. Food preparation	
Touch - Use of touch is an integral part of work performance	
Psychosocial Demands	Frequency (Infrequent, Occasionally, Frequent, Constant, Repetitive, Not Applicable)
Distressed People - e.g. Emergency or grief situations	
Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	
Unpredictable People - e.g. Dementia, mental illness, head injuries	
Restraining - involvement in physical containment of patients / clients	
Exposure to Distressing Situations - e.g. Child abuse, viewing dead / mutilated bodies	
Environmental Demands	Frequency (Infrequent, Occasionally, Frequent, Constant, Repetitive, Not Applicable)
Dust - Exposure to atmospheric dust	
Gases - Working with explosive or flammable gases requiring precautionary measures	
Fumes - Exposure to noxious or toxic fumes	
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	
Hazardous substances - e.g. Dry chemicals, glues	
Noise - Environmental / background noise necessitates people raise their voice to be heard	
Inadequate Lighting - Risk of trips, falls or eyestrain	
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	
Extreme Temperatures - Environmental temperatures are less than 15c or more than 35c	
Confined Spaces - areas where only one egress (escape route) exists	
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	