

POSITION DESCRIPTION

NNSWLHD - Health Manager Level 6 - General Manager - The Tweed Valley Hospital



Our CORE values
Collaboration Openness Respect Empowerment



Organisation	NSW Health
Local Health District / Agency	Northern NSW Local Health District
Position Classification	Health Mgr Lvl 6
State Award	Health Managers (State) Award
Category	Management General Manager
Website	www.nnswlhd.health.nsw.gov.au/

PRIMARY PURPOSE

Provide overall operational and strategic management and leadership of The Tweed Hospital/Tweed Valley Hospital by delivering a comprehensive range of services in accordance with Northern NSW Local Health District (NNSWLHD) Health Services plan, policies, procedures and budget to achieve the best in health for our communities.

The General Manager, The Tweed Hospital/Tweed Valley Hospital leads, directs, plans and manages the physical, human and financial resources of The Tweed Hospital/Tweed Valley Hospital to ensure the effective and efficient provision of high quality health care services, in line with the organisational objectives, corporate and business plans of the Northern NSW Local Health District (NNSWLHD) and with the policy directions of NSW Ministry of Health.

COVID-19 VACCINATION COMPLIANCY

All NSW Health workers are required to have completed a primary course of a COVID-19 vaccine which has been approved or recognised by the Therapeutics Goods Administration (TGA). New applicants must have completed the vaccination course prior to commencement with NSW Health, or provide an approved medical contraindication certificate certifying the worker cannot have any approved COVID-19 vaccines available in NSW. Acceptable proof of vaccination is the Australian Immunisation Register (AIR) Immunisation History Statement or AIR COVID-19 Digital Certificate. Booster doses are highly recommended for all health care workers who have completed the primary course of COVID-19 vaccinations. Please provide proof of booster vaccination if available.

ESSENTIAL REQUIREMENTS

Valid unrestricted drivers' licence for use in NSW/Australia.

Responsibilities under WHS - Supervisor

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

KEY ACCOUNTABILITIES

Lead and direct clinical service delivery of a comprehensive range of hospital services, determining operational priorities and setting service delivery goals, standards and performance measure, ensuring that expectations are clear and that service delivery strategies are aligned with NNSWLHD objectives strategy, policy, community needs and budgetary restraints.

Manage financial, human, and physical resources in an operationally effective and efficient manner to facilitate service delivery excellence and optimise outcomes for the community, patients and their carers.

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Take a leadership role in relation to human resource management issues, including industrial, change management and conflict resolution/grievance resolution processes.

Responsible for the overall campus management, working autonomously to manage line areas and balance the delivery of day to day operational services with longer term strategic objectives of the LHD.

Contribute to strategic and business planning processes within the LHD to ensure that plans are informed by high quality service strategy advice and a focus on community health care needs.

Make key decisions relating to strategies, plan and policies that guide the provision of health services for The Tweed Valley Hospital, within position delegation. Participate in special projects as required by the Director Clinical Operations NNSWLHD.

Develop and implement strategies to enable the continuous review of operations to improve the quality of services to the community, including NSW Health key performance indicators with regard to elective and emergency access.

Provide consultation, performance feedback and collaboration with key stakeholders to enhance service quality, accessibility and responsiveness to meet the Tweed community and LHD needs. Promote and facilitate the integration and networking of hospital, allied health, medical, community health services and relevant external partnerships, to ensure the delivery and provision of high quality care.

Facilitate, develop and deliver an organisational culture and broader human resources strategy which demonstrates commitment to involving, supporting and working closely with staff throughout the processes of change and skills development to enable the ongoing clinical development of The Tweed Valley Hospital.

Support NNSWLHD to achieve the aims of safety management systems, to establish and maintain a positive health and safety culture for patients, carers, staff and the community.

Lead clinical and corporate governance forums, meetings and activities for The Tweed Valley Hospital in collaboration with Medical and Community/Allied Health Management.

Actively participate in The Tweed Valley Hospital and accreditation network planning processes regarding National Standard Accreditation.

KEY CHALLENGES

- Determining optimal models of service delivery and implementing service reforms and improvements in the context of diverse internal and external stakeholder expectations
- Providing an efficient and effective financial management service within delegation and budget, ABF framework and audit requirements
- Managing critical incidents and collaborating with diverse stakeholder groups to resolve the issues swiftly with minimum impact to normal operations

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KEY RELATIONSHIPS	
Who	Why
Director Clinical Operations NNSWLHD	Provide authoritative and expert advice on operations matters and recommendations which influence planning and decision making. Establish funding and resourcing that are consistent with operational needs, strategic plans and priorities. Communicate information related to performance against budgets and Ministry of Health service level agreement measures.
Operational Directors and other managers, NNSWLHD Executives	Establish effective networks with operational directors at NNSWLHD to enable performance benchmarking, monitor trends and collaborate on common responses to emerging and future issues. Advise on The Tweed Hospital matters and ensure that stakeholder satisfaction with services informs decisions at all executive levels. Engage executives in service design and evaluation, to continually improve operations and service delivery models and solutions.
Direct Reports	Lead, guide and support. Set performance expectations and manage team performance and development.
Ministry of Health and other Local Health Districts, Other NSW Government Agencies	Establish effective networks with operational directors across NSW to enable performance benchmarking, monitor trends and collaborate on common responses to emerging and future issues. Foster collaborative relationships and partnerships with other NSW Government stakeholders and agencies, to advance mutual interests.
Community/Client Stakeholders	Facilitate relationships with key client/community stakeholders to ensure that programs and services meet current and evolving needs and expected service delivery standards.

SELECTION CRITERIA

1. Demonstrated experience as part of a senior management team in a large complex organisation engaged in service delivery and relevant tertiary qualifications, and valid unrestricted drivers' licence for use in NSW/Australia and willingness to travel in the course of employment
2. Proven highly developed strategic, conceptual and analytical skills, including the ability to act responsively and with discernment
3. Demonstrated high level of interpersonal, negotiation and communication skills
4. Demonstrated ability to liaise, negotiate and build relationships with community and other agency representatives
5. Demonstrated capacity to successfully lead a diverse range of clinical and support staff with a commitment to improving access and coordination of services to patients across all service settings
6. Understanding of barriers to effective health service delivery across the primary, acute, rehabilitative, aged and community care sectors and a commitment to work with others to advocate positively for change
7. Proven track record in management of operational budget, physical and human resources

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8. Demonstrated knowledge of the health service industry and ability to apply that knowledge to achieve high standards of quality, effectiveness and efficiency in the delivery of health services

OTHER REQUIREMENTS

Professional Behaviour and Communication: All employees are required to achieve, uphold and model a high standard of professional behaviour and communication.

- Any conduct on your part, whether during or outside business hours, which has the capacity to affect or damage the professional reputation of NSW Health, or your ability to uphold that reputation or image, could lead to disciplinary action, including dismissal
- Appropriate professional behaviour incorporates all levels of interpersonal behaviour, including formal and informal communication with colleagues, patients and carers

All employees are responsible for:

- Complying with all current NSW Health and NNSWLHD policies, including the NSW Health Code of Conduct
- Complying with profession-specific Code of Ethics/Code of Professional Conduct and Scope of Practice

Workplace Culture: Your workplace behaviours and practices are expected to:

- Proactively contribute to a positive, productive and safe workplace culture
- Adhere to the CORE values of Collaboration, Openness, Respect and Empowerment identified in the NSW Health Workplace Culture Framework

Privacy: All employees are expected to comply with personal information protection principles and health privacy principles as per the NSW Health Privacy Manual for Health Information, NSW Health and NNSWLHD privacy policies and procedures, and relevant legislation:

- Privacy and Personal Information Protection Act 1998 (NSW)
- Health Records and Information Privacy Act 2002 (NSW)

Performance: All employees will:

- Have a performance agreement with their manager, linking individual performance objectives and role requirements to corporate objectives
- Participate in an annual performance appraisal
- Be responsible, with the support of their managers, for proactively developing their own performance to meet expectations and achieve objectives
- Actively contribute to their performance management by having open and honest conversations with managers and colleagues and providing and receiving constructive feedback

Quality Improvement: NNSWLHD complies with the National Safety and Quality Health Service Standards. All employees are expected to:

- Be aware of and comply with their responsibilities under the Standards
- Actively participate in quality improvement initiatives within their teams
- Participate in organisation-wide quality improvement activities as required

Workplace Health & Safety: All employees have responsibilities under the Workplace Health & Safety Act of 2011.

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Signing this Position Description confirms you understand the responsibilities relevant to your role.

Risk Management: All employees are expected to notify into the incident management system any incidents and patient complaints which occur in your own area (both clinical and corporate incidents).

Executive and Senior Managers will:

- Champion a risk management culture in your area of responsibility, embedding risk management into governance committees, planning and performance activities, financial and workforce management, operational service delivery, project management, corporate service and other support functions
- Update the NNSWLHD Risk Register (Enterprise Risk Management System), escalating risks to your manager which are beyond your capacity or authority to manage

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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	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Highly Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Highly Advanced
	Manage Reform and Change	Highly Advanced

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> Champion and 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	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility cross-government, cross jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence, and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> • Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness • Promote a culture of accountability with clear line of sight to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for

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		improvement <ul style="list-style-type: none"> Respond to financial and risk management audit outcomes, addressing areas of non-compliance
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	Highly Advanced	<ul style="list-style-type: none"> Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning Drive executive capability development and ensure effective succession management practices Implement effective approaches to identify and develop talent across the organisation Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
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
People Management Manage Reform and	Highly Advanced	<ul style="list-style-type: none"> Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Change		<p>strategies</p> <ul style="list-style-type: none"> • Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level

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Job Demands for: NNSWLHD - Health Manager Level 6 - General Manager - The Tweed Hospital

Physical Demands	
<p>Sitting - remaining in a seated position to perform tasks</p> <p>Constant</p>	<p>Standing - remaining standing without moving about to perform tasks</p> <p>Occasional</p>
<p>Walking - floor type: even/uneven/slippery, indoors/outdoors, slopes</p> <p>Frequent</p>	<p>Running - floor type: even/uneven/slippery, indoors/outdoors, slopes</p> <p>Not Applicable</p>
<p>Bend/Lean Forward from Waist - forward bending from the waist to perform tasks</p> <p>Not Applicable</p>	<p>Trunk Twisting - turning from the waist while sitting or standing to perform tasks</p> <p>Infrequent</p>
<p>Kneeling - remaining in a kneeling posture to perform tasks</p> <p>Not Applicable</p>	<p>Squatting/Crouching - adopting a squatting or crouching posture to perform tasks</p> <p>Not Applicable</p>
<p>Leg/Foot Movement - use of leg and/or foot to operate machinery</p> <p>Not Applicable</p>	<p>Climbing (stairs/ladders) - ascend/descend stairs, ladders, steps</p> <p>Occasional</p>

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<p>Lifting/Carrying - light lifting and carrying (0 to 9 kg)</p> <p>Frequent</p>	<p>Lifting/Carrying - moderate lifting and carrying (10 to 15 kg)</p> <p>Infrequent</p>
<p>Lifting/Carrying - heavy lifting and carrying (16kg and above)</p> <p>Not Applicable</p>	<p>Reaching - arms fully extended forward or raised above shoulder</p> <p>Infrequent</p>
<p>Pushing/Pulling/Restraining - using force to hold/restrain or move objects toward or away from the body</p> <p>Not Applicable</p>	<p>Head/Neck Postures - holding head in a position other than neutral (facing forward)</p> <p>Not Applicable</p>
<p>Hand and Arm Movements - repetitive movements of hands and arms</p> <p>Constant</p>	<p>Grasping/Fine Manipulation - gripping, holding, clasping with fingers or hands</p> <p>Not Applicable</p>
<p>Work at Heights - using ladders, footstools, scaffolding, or other objects to perform work</p> <p>Not Applicable</p>	<p>Driving - Operating any motor powered vehicle</p> <p>Frequent</p>

Sensory Demands

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<p>Sight - use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)</p> <p>Not Applicable</p>	<p>Hearing - use of hearing is an integral part of work performance (e.g. Telephone enquiries)</p> <p>Constant</p>
<p>Smell - use of smell is an integral part of work performance (e.g. working with chemicals)</p> <p>Not Applicable</p>	<p>Taste - use of taste is an integral part of work performance (e.g. food preparation)</p> <p>Not Applicable</p>
<p>Touch - use of touch is an integral part of work performance</p> <p>Frequent</p>	

Psychosocial Demands

<p>Distressed People - e.g. emergency or grief situations</p> <p>Occasional</p>	<p>Aggressive and Uncooperative People - e.g. drug/alcohol, dementia, mental illness</p> <p>Not Applicable</p>
<p>Unpredictable People - e.g. dementia, mental illness, head injuries</p> <p>Infrequent</p>	<p>Restraining - involvement in physical containment of patients/clients</p> <p>Not Applicable</p>
<p>Exposure to Distressing Situations - e.g. child abuse, viewing dead/mutilated bodies</p>	

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Not Applicable	
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Environmental Demands

<p>Dust - exposure to atmospheric dust</p> <p>Not Applicable</p>	<p>Gases - working with explosive or flammable gases requiring precautionary measures</p> <p>Not Applicable</p>
<p>Fumes - exposure to noxious or toxic fumes</p> <p>Not Applicable</p>	<p>Liquids - working with corrosive, toxic or poisonous liquids or chemicals requiring PPE</p> <p>Not Applicable</p>
<p>Hazardous Substances - e.g. dry chemicals, glues</p> <p>Not Applicable</p>	<p>Noise - environmental/background noise necessitates people raise their voice to be heard</p> <p>Infrequent</p>
<p>Inadequate Lighting - risk of trips, falls or eyestrain</p> <p>Infrequent</p>	<p>Sunlight - risk of sunburn exists from spending more than 10 minutes per day in sunlight</p> <p>Not Applicable</p>
<p>Extreme Temperatures - environmental temperatures are less than 15°C or more than 35°C</p> <p>Not Applicable</p>	<p>Confined Spaces - areas where only one egress (escape route) exists</p> <p>Infrequent</p>

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<p>Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground</p> <p>Infrequent</p>	<p>Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls</p> <p>Infrequent</p>
<p>Working At Heights - ladders/stepladders/scaffolding are required to perform tasks</p> <p>Not Applicable</p>	<p>Biological Hazards - exposure to body fluids, bacteria, infectious diseases</p> <p>Not Applicable</p>