

Role Description

Chief Executive, Local Health District

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	Nepean Blue Mountains Local Health District
Location	Penrith
Classification/Grade/Band	Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Agency Head www.psc.nsw.gov.au/wls
Role Number	52083
ANZSCO Code	111111
PCAT Code	2331192
Date of Approval	April 2020
Agency Website	www.health.nsw.gov.au

Agency overview

For more information go to www.health.nsw.gov.au

Primary purpose of the role

The Chief Executive (CE) provides pivotal and strategic leadership, direction and management of the Local Health District (LHD) and with the Board, is responsible for the sound governance to ensure that the LHD fulfils its statutory operating and reporting requirements and meets its obligations to deliver agreed services within an agreed budget and which meet specified performance standards and strategic objectives

Key accountabilities

- Provide effective leadership and management of the LHD to ensure the effective performance of its statutory functions, systems are in place to comply with WHS and other statutory obligations, and that the LHD has the capacity, structure and practices to enable it to:
 - provide safe quality healthcare
 - operate within its allocated budget
 - meet Ministry of Health creditor and other financial KPIs
 - provide timely and accurate reporting to the Ministry on current financial status and workforce data
 - provide timely, accurate annual reporting and preparation of financial statements and high quality electronic financial data for submission to the Audit Office
- Oversee the implementation of effective clinical and corporate governance frameworks, ensuring the Board receives sufficient timely and accurate information to enable it to discharge its role in the governance of the LHD, and that clinical governance systems are in place to ensure that the services of the LHD's facilities meet the National Safety and Quality Health Service Standards and continually improve patient outcomes

- Lead the negotiation of the LHD Service Agreement with the NSW Government, implement the agreement and other NSW Government priority policies and programs, report on performance against the agreed performance monitoring measures in the Service Agreement, and ensure that the Board is fully consulted and briefed
- Lead the establishment and maintenance of effective systems endorsed by the Board to ensure that the LHD's resources are applied equitably to meet the needs of the community and that community and clinicians' views are considered in decision making within the LHD
- Direct the development of a strategic/clinical services plan for the LHD and an operational plan to guide the delivery of services on an equitable and balanced basis
- Effectively lead and manage the LHD to achieve a range of workforce, financial, quality and accountability aims and standards; and lead the development of workforce, financial and business plans, strategies and budgets to ensure accountability and efficient provision of health services and the long term operational and financial viability of the LHD
- Lead the development and strengthening of clinical linkages within the LHD, and between LHDs, to ensure resources are used on an effective and equitable basis for the benefit of the people of NSW; and develop structures to ensure greater involvement by local communities and clinicians in planning health service delivery needs
- Effectively contribute to the delivery of health services across the State by working with other LHDs and the Ministry of Health in planning streamlined administrative structures across the State to deliver additional resources for direct patient care; to support and contribute to broader regional and Statewide clinical service networks; and develop and maintain linkages with health organisations and administrative entities of the NSW public health system

Key challenges

- Leading in a highly demanding and complex environment with front-line exposure to a multiplicity of stakeholders and vested interests, including operating under the close scrutiny of public and media groups, politicians, representatives of health workers and other lobby groups
- Ensuring the health service plan for the local population is implemented appropriately, so that residents are able to access appropriate treatment when needed and as close as possible to where they live, in the face of significant national and international workforce supply issues within the health sector
- Operating within budget, while at the same time meeting the growth in demand for health services and being responsive to the changing needs and priorities of the community

Key relationships

Who	Why
Internal	
Executives and Key Staff and Clinicians	<ul style="list-style-type: none"> • Provide strong leadership, direction, advice and guidance
External	
LHD Board	<ul style="list-style-type: none"> • Provide and seek advice and information, ensure effective governance and reporting
Secretary and Senior Executives - Ministry of Health	<ul style="list-style-type: none"> • Consult, collaborate and negotiate to contribute to a coordinated health system, ensure effective governance and reporting
Chief Executives LHDs	<ul style="list-style-type: none"> • Work closely and collaborate with other LHDs
Hospital Clinical Councils/Lead Clinicians Groups	<ul style="list-style-type: none"> • Seek advice and information on improving services, quality and safety in hospitals and on solutions to address local community needs

Who	Why
Local community organisations and stakeholders	<ul style="list-style-type: none"> Consult and seek input into planning and decisions, dissemination of information about the LHD to the public
Chief Executive, HealthShare NSW & Chief Executive, eHealth NSW	<ul style="list-style-type: none"> Consult and negotiate to obtain a range of corporate, business, information technology and other services
Chief Executive, Health Infrastructure	<ul style="list-style-type: none"> Consult and collaborate in relation to the planning and delivery of significant capital projects within the LHD.
NSW Health Pillar Organisations	<ul style="list-style-type: none"> Cooperate to ensure mutual support for respective responsibilities within the public health system
Academic Institutions	<ul style="list-style-type: none"> Develop partnerships and collaborate in mutual research endeavours and to ensure a suitably educated and trained workforce
Employee/ Employer Organisations	<ul style="list-style-type: none"> Ensure industrial harmony amongst the numerous employee and contractor groups within NSW Health as the delegate of the Employer of NSW Health Service staff working in the LHD
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	<ul style="list-style-type: none"> Consult and collaborate to meet statutory accountability requirements and ensure sound governance of the LHD

Role dimensions

Decision making

The CE has substantial day-to-day autonomy in directing and managing the LHD's activities and deploying its resources within the overall budget allocation. This includes the resolution of local industrial problems and the creation of jobs (including setting their grading) and appointment of senior staff.

The overall budget for the LHD is determined by the Minister for Health on advice from the Ministry of Health. Expenditure authorisation is unlimited within the approved budget and subject to fiscal, accounting, governance and other conditions established by Government and any conditions determined under the governance arrangements with the Board. The approval and budget for major capital projects is also determined by the Government.

Significant proposed changes to health services within an LHD must be notified to the Secretary, NSW Health.

Conditions of employment of health service personnel are determined by relevant industrial instruments or by Ministry of Health policies and determinations.

Reporting line

The Chief Executive is accountable to the Board for giving effect to the annual LHD Service Agreement, effective planning for the LHD, maintaining effective clinical governance processes and systems within the LHD, meeting the LHD's public reporting requirements, providing effective consultative mechanisms in relation to LHD activities and decisions, disseminating information and responding to inquiries about LHD activities and issues of public interest or importance.

The Chief Executive is accountable to the Minister and Secretary, for the CE's role, with the Board, in the governance of the LHD and for ensuring an effective contribution by the LHD to the NSW public health system.

As a member of the NSW Health Executive Service in the service of the Crown, the Chief Executive is accountable to the Secretary for the proper exercise of functions delegated by the Secretary including the effective management of employees of the NSW Health Service and the provision of safe, fair and mutually respectful workplaces within the LHD.

Direct reports

16

Budget/Expenditure

\$699M

Essential requirements

- Strong record of achievement in management at executive level in a significant and geographically dispersed organisation delivering health, human or other complex services.
- Proven track record of effective operational management at a senior level
- Demonstrated knowledge of the health sector, in particular administration of the public health system.
- Tertiary qualification in a relevant discipline or equivalent relevant experience



Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. 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	Advanced
	Value Diversity and Inclusion	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	Highly Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Highly Advanced
 Business Enablers	Finance	Highly Advanced
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

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 culture which encourages and supports openness, persistence and genuine debate around critical issues • Provide clear 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Consistently use a range of strategies to remain composed and calm 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 model the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across-government, and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports Act promptly and visibly to prevent and respond to unethical behaviour
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Manage complex communications that involve understanding and responding to multiple and divergent viewpoints Explore creative ways to engage diverse audiences and communicate information Adjust style and approach to optimise outcomes Write fluently and persuasively in plain English and in a range of styles and formats
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 solutions across the organisation, government and other jurisdictions Identify and overcome barriers to collaboration with internal and external stakeholders
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture that encourages innovation and 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-lasting, organisation-wide impact

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Finance	Highly Advanced	<ul style="list-style-type: none"> • Ensure effective governance systems are in place to guarantee quality analysis, research and reform • Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions • Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them • Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals • Establish effective governance to ensure that financial resources are used ethically and prudently across 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 the 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 that values high levels of constructive feedback, and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority