

**hardygroup**



**Health**  
Northern NSW  
Local Health District

CANDIDATE INFORMATION PACK

# EXECUTIVE DIRECTOR MEDICAL SERVICES NORTHERN NSW LOCAL HEALTH DISTRICT



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# EXECUTIVE SUMMARY

- **Strategic Leadership Centred on Reform and Improvement**
- **Values driven organisation**
- **Opportunity to be future thinking and influence contemporary models of care**

**Northern NSW Local Health District (NNSWLHD)** is working towards being the leading regional local health district in Australia. NNSWLHD provides a diverse range of public healthcare to over 330,000 residents across the district through 12 hospitals and multi-purpose services, 21 community health centres and other facilities.

This executive clinical leadership position offers you the opportunity to innovate and to implement best practice medical administration. You will be an integral part of the strategic Executive Leadership Team of NNSWLHD.

Reporting to the Chief Executive, the **Executive Director of Medical Services** supports service leaders to implement effective and efficient operational management of medical services across the District in delivering high quality care through the provision of clinical excellence and best practice patient safety, providing strategic advice in areas such as: health service planning, delivery and financial management, clinical governance and medical workforce/professional issues across the range of NNSWLHD services, as well as providing operational and strategic leadership of the portfolio. This role will play a vital role in the creation and implementation of new models of care, medical workforce development and service provision to ensure the new builds meet the needs of the population.

The position is the Executive lead for the medical workforce and will oversee workforce planning, professional development, education & training and professional competency for medical officers.

A successful applicant for this role will need:

- Current registration or eligibility to be registered with the Medical Board of Australia as a medical practitioner.
- Extensive clinical and operational management experience within a complex health care environment
- Demonstrated medical administration experience and comprehensive knowledge of and experience in managing current issues in medical workforce
- Ability to lead and influence change at scale whilst driving measurable outcomes for clinical care delivery
- Highly developed expertise in strategically managing services and budgets including financial, physical and human resources, in a large complex health service
- Expert communication skills with proven negotiation skills and emotional intelligence.
- Successful track record of leading redesign of clinical processes and delivery model

# NORTHERN NSW LOCAL HEALTH DISTRICT

## A healthy community through quality care

NNSWLHD covers a large area in north eastern NSW extending from Tweed Heads in the north to Tabulam and Urbenville in the west and to Nymboida and Grafton in the south, an area of 20,732 square kilometres. In 2011 the estimated population within NNSWLHD was 288,241, and is projected to increase by an estimated 16.3% by 2031. The population of persons aged 65 years and older is expected to increase by approximately 71% in the same period.

People of Aboriginal and Torres Strait Islander heritage make up 4.5 per cent of the population in Northern NSW compared to 2.9 per cent for all NSW.

With over 5,500 staff working in their hospitals and health services across the District, NNSWLHD provides a diverse range of public healthcare to over 330,000 residents across the district through 12 hospitals and multi-purpose services, 21 community health centres and other facilities. The District delivers a broad range of health services in state-of-the-art facilities, with access to general and specialist services.

It is an exciting period of change and development for the local health district which in partnership with Health Infrastructure is changing its face of patient care with a number of new capital development projects.



## Lismore Base Hospital Redevelopment Project

Lismore Base Hospital is one of the main public referral hospitals in the Northern NSW Local Health District. The Lismore Base Hospital Redevelopment Project with a budget in excess of \$320M is providing improved access to and equity in the delivery of a wider range of services, and additional capacity to respond to the rapid growth in demand and the needs of the local community.

With the regional population continuing to grow, the redevelopment project is a significant boost to local healthcare needs into the future. The redevelopment has been a multi staged program that has effectively resulted in the redevelopment of the campus.

Stages 3a and 3b of the redevelopment project delivered a new and significantly expanded Emergency department, a new renal dialysis unit, improved medical imaging services, a new mortuary, a new pediatric unit new pharmacy, new inpatient wards. With Stage 3c nearing completion the site will see a new intensive care unit and high dependency unit, additional inpatient wards and a much expanded and purpose built outpatient/ambulatory care zone. For more info on the Lismore Base Hospital Redevelopment Project please visit their [website](#).



*Artist's impression of Lismore Base Hospital post redevelopment.*

## Tweed Valley Hospital Redevelopment Project



*An artist's impression of the Hospital Main Entry*

In April 2018, The NSW Government has announced \$582 million to build a major state-of-the-art referral hospital for the rapidly growing Tweed Valley community. The new hospital will improve access to health services for the region, which is forecast to grow 24% over 20 years, to 147,220 by 2031.

The new hospital will bring an expanded emergency department, enhanced surgical and ambulatory services, additional inpatient capacity, integrated cancer care services, including radiotherapy, as well as a diagnostic and interventional cardiology service. The new hospital is targeting completion in 2022 and opening in 2023.

For more information and project updates, please visit the [website](#).

## Ballina Hospital Upgrade & Grafton Hospital Redevelopment

Both Ballina and Grafton have undergone a series of redevelopment projects over recent years including, new emergency and operating theaters, and currently building a purpose designed Ambulatory Care Unit at Grafton and a new, state-of-the-art operating theatre complex and medical imaging upgrades along with stores and utilities, IT and office spaces and staff amenities at Ballina.

During the lead up to the recent NSW Election commitments have been made for the full redevelopment of both Ballina and Grafton Base Hospitals over coming years. This is exciting news for the communities of Ballina and the Clarence Valley and adds to the incredible capital program being invested into NNSWLHD.

# EXECUTIVE DIRECTOR MEDICAL SERVICES

## POSITION PURPOSE

The Executive Director of Medical Services (EDMS) is the Executive lead for the medical workforce and will oversee workforce planning, professional development, education & training and professional competency for medical officers within the District, including Staff Specialists, Visiting Medical Officers, clinical academics and conjoint appointments, and Junior Medical Officers. This position takes an active role in providing strategic advice in health service planning, delivery and financial management.

## KEY DUTIES AND RESPONSIBILITIES

The Executive Director of Medical Services is

- Responsible for developing District-wide systems that will ensure effective engagement and governance of medical administration matters, and medical workforce to ensure the highest professional and ethical standards are observed by all medical staff.
- Taking the lead in developing medical workforce plans & models to build medical workforce sustainability that aligns to clinical service plans and delivery.
- In partnership with sites developing a district-wide education and training framework for JMOs covering medical students, prevocational, vocational and non-specialist workforce. Lead and support simulation and multidisciplinary approaches to education and training.
- Ensuring the medico-legal and coronial functions operate effectively and expeditiously and that any medico-legal claim against the District related to clinical service provision is appropriately managed
- Playing a key role in leading and/or participating in clinical service planning, development and clinical redesign
- Developing a high performing team with a succession plan, strong functional capability and sound performance targets and review processes
- Providing medical leadership, management and expert advice on clinical management and medical governance as part of the Executive Management Team, Board Sub-committees, Advisory committees and when attending Medical Staff Councils.
- Providing expert advice for clinical leaders and other executives in resolving complex clinical, medico-legal, ethical, industrial and operational challenges
- Responsible for engagement of clinicians in developing and implementing new models of care, workforce models, technologies, and services as part of the planning and commissioning of major capital works projects currently in progress.

View the required skills, experience and knowledge in the [Position Description](#).

## SELECTION CRITERIA

The successful candidate must demonstrate:

- Extensive clinical and operational management experience at the senior management and/or executive level within a complex health care environment including strategic service and medical workforce planning with proven experience in developing contemporary models of care.
- Medical administration experience and comprehensive knowledge of and experience in managing current issues in medical workforce, comprehensive knowledge of professional and practice issues in medical clinical practice, medical staff training and industrial requirements for medical officers.
- Strong relationship building capabilities and influencing skills with the ability to communicate, motivate, consult and negotiate with senior executives, senior medical practitioners and diverse stakeholder groups.
- Highly developed conceptual, analytical, problem solving and planning skills, with the ability to apply these innovative ideas to support management.
- Capabilities in leadership, coaching, mentoring and training skills to support a range of change management initiatives.
- Developed capacity to work collaboratively in a team environment and with committees.

## QUALIFICATIONS

The incumbent must possess:

- Current registration with the Medical Board of Australia as a medical practitioner.
- Fellowship of or progression towards Royal Australasian College of Medical Administrators
- Post-graduate management qualifications or related fields or equivalent will be highly regarded.

## CHALLENGES

Major challenges currently associated with the role include:

- Building sustainable medical workforces by managing high demand in a constrained environment across all NNSWLHD hospitals and services.
- Engaging and enhancing clinician leadership and involvement in LHD decision-making and development of medical workforce culture.
- As a member of the diverse Executive Team leading and managing a change agenda across a large clinical leadership with differing opinions, clinical management and clinical service delivery.
- Reviewing and developing district-wide medical administration, recruitment and workforce frameworks to improve governance, consistency and employee retention across the District.
- Reviewing and developing an education, training and professional development framework to improve the co-ordination and delivery of medical education, training and professional development across the District.

## REPORTING & KEY RELATIONSHIPS

The Executive Director Medical Services is a part of the senior executive leadership team reporting directly to **the Chief Executive**.

In addition to operationally managing the Medical Directorate Support Staff the EDMS is expected to also work collaboratively with other senior executive leaders such as Director of Workforce, Director of Clinical Operations, Director of Clinical Governance, District Director Nursing, Midwifery and Aboriginal services etc to deliver NNSWLHD’s vision of delivering quality care for developing a healthy community.

The EDMS will also engage with key stakeholders such as regional industry partners such as the Primary Health Network and non-government organisations, Universities, University Departments of Rural Health, Colleges, Specialist Associations, Training Organisations, Health Education and Training Institute and industrial bodies on all senior and junior medical officer strategic issues.

## KEY DATA

Service Location

Negotiable across NNSWLHD

Useful Links

Role Description

[NNSWLHD Website](#)

[Health Care Services Plan](#)

[Lismore Base Hospital Redevelopment](#)

# EMPLOYMENT TERMS & CONDITIONS

**AWARD** NSW Health Staff Specialists (State) Award 2018

**CLASSIFICATION** Senior Staff Specialist

## PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

# HOW TO APPLY

The closing date for applications is Friday 10 May 2019

The reference number to include in your application is H19\_3015

**For a confidential discussion, please contact Principal Consultant, Rhodie Miller:**

**M:** +61 (0)422 816 557

**E:** [rmiller@hardygroupintl.com](mailto:rmiller@hardygroupintl.com)

**Please submit application documentation to Search Coordinator, Kaavya Nithi:**

**T:** +61 (0)2 9900 0108

**E:** [knithi@hardygroupintl.com](mailto:knithi@hardygroupintl.com)

*It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.*

**Your application must include:**

1. [Completed HG Application Form](#)
2. Cover letter addressed to the search consultant;
3. A written response addressing the key selection criteria and qualifications, found on **page 8**; and
4. An up to date copy of your Curriculum Vitae

## REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

## PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this position. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.

## POSITION DESCRIPTION

# Executive Director Medical Services

<b>CLASSIFICATION</b>	Senior Staff Specialist
<b>STATE AWARD</b>	NSW Health Staff Specialists (State) Award 2018.
<b>ESSENTIAL REQUIREMENTS</b>	<p>Hold current registration as a medical practitioner with the Medical Board of Australia.</p> <p>Applicants will ideally have, or be working towards Fellowship of the Royal Australasian College of Medical Administrators (FRACMA).</p> <p>Hold current drivers licence.</p>
<b>PRIMARY PURPOSE</b>	<p>The Executive Director Medical Services (EDMS) reports to the Health Service Chief Executive. As a key member of the Executive Team supports service leaders to implement effective and efficient operational management of medical services across the District in delivering high quality care through the provision of clinical excellence and best practice in patient safety.</p> <p>This position takes an active role in providing strategic advice in health service planning, delivery and financial management.</p> <p>The EDMS is the Executive lead for the medical workforce and will oversight workforce planning, professional development, education &amp; training and professional competency for medical officers within the District, including Staff Specialists, Visiting Medical Officers, clinical academics and conjoint appointments, and Junior Medical Officers.</p>
<b>KEY ACCOUNTABILITIES</b>	<p><b>Medical Workforce and Medical Administration</b></p> <p>Responsible for developing District-wide systems that will ensure effective engagement and governance of medical administration matters, and medical workforce to ensure the highest professional and ethical standards are observed by all medical staff.</p> <p>Provide a point of linkage between facilities and across the District for medico-legal &amp; coronial matters, medical recruitment, education, training, administration and support.</p> <p>Provide the secretariat for MDAAC Board Sub-committee. The role may be required to assist and participate in performance and grievance matters concerning medical staff.</p> <p>Take the lead in developing medical workforce plans &amp; models to build medical workforce sustainability that aligns to clinical service plans and delivery.</p> <p>Develop a district-wide education and training framework for JMOs covering medical students, prevocational, vocational and non-specialist workforce. Lead and support simulation and multidisciplinary approaches to education and training.</p> <p>Ensure programs are in place to develop the teaching and supervision skills of clinicians supervising JMOs within the facilities.</p> <p><b>Expert Advice</b></p> <p>Provide medical leadership, management and expert advice on clinical management and medical governance as part of the Executive Management Team, Board Sub-committees, Advisory committees and when attending Medical Staff Councils.</p> <p>Provides expert advice for clinical leaders and other executives in resolving complex clinical, medico-legal, ethical, industrial and operational challenges.</p> <p><b>Change Management</b></p> <p>Lead and participate in change management initiatives that may be driven by major capital works redevelopments, best practice evidence and new clinical and information management technologies.</p>

## POSITION DESCRIPTION

# Executive Director Medical Services

### **Clinical Service Development and Models of Care**

Plays a key role in leading and/or participating in clinical service planning, development and clinical redesign.

### **Medico-legal and Coronial**

Ensure the medico-legal and coronial functions operates effectively and expeditiously and that any medico-legal claim against the District related to clinical service provision is appropriately managed. In liaison with key stakeholders including Director Clinical Governance and Hospital General Managers maintain effective reporting of coronial matters to the CE, ensuring risk management lessons arising from these functions are disseminated to relevant stakeholders and feeds into education/training development.

### **Engagement and Relationships**

Provides professional leadership and mentorship to the site Directors' of Medical Services.

Takes a leadership role in engaging medical clinicians in service planning and delivery. Work closely with all LHD directorates, clinical streams directors and as part of multi-disciplinary management teams across the broader organisation. Work collaboratively as a team member and with committees.

Ensure effective engagement of medical staff to encourage collaborative relationships, open discussion, respectful conduct and decision-making empowerment to support improved patient care and financial outcomes.

Strengthens collaboration and effective communication between stakeholders and liaise with medical schools, universities, speciality colleges and professional bodies to build networks that facilitate education and training opportunities for medical staff.

Lead and support healthcare innovation by developing strong relationships with universities and partner organisations to improve clinical practice and research capabilities.

### **Committees**

Participate in relevant District wide committees including:

Health Care Quality  
MDAAC  
Clinical Council  
Executive Leadership Team  
Others as required.

### **Advocacy and Representation**

Advocate and represent the LHD in NSW Ministry of Health, NSW Health Pillar organisations and other external forums.

### **Resourcing and Reporting**

Contribute strategies and advice to ensure resources are allocated in an effective and efficient manner and within budget requirements. Contribute to reporting information system (finance, workforce, health information) development that supports monitoring of service delivery performance and planning.

### **Medical Directorate**

Develop a high performing team with a succession plan, strong functional capability and sound performance targets and review processes

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## SELECTION CRITERIA

Current registration with the Medical Board of Australia as a medical practitioner.

Fellowship of or progression towards Royal Australasian College of Medical Administrators.

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## POSITION DESCRIPTION

### Executive Director Medical Services

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Post-graduate management qualifications or related fields or equivalent will be highly regarded.

Extensive clinical and operational management experience at the senior management and/or executive level within a complex health care environment including strategic service and medical workforce planning.

Demonstrated medical administration experience and comprehensive knowledge of and experience in managing current issues in medical workforce, comprehensive knowledge of professional and practice issues in medical clinical practice, medical staff training and industrial requirements for medical officers.

Strong relationship building capabilities and influencing skills with the ability to communicate, motivate, consult and negotiate with senior executives, senior medical practitioners and diverse stakeholder groups.

Demonstrated highly developed conceptual, analytical, problem solving and planning skills, with the ability to apply these to support management.

Demonstrated capabilities in leadership, coaching, mentoring and training skills to support a range of change management initiatives.

Developed capacity to work collaboratively in a team environment and with committees.

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## KEY CHALLENGES

Building sustainable medical workforces across all NNSWLHD hospitals and services.

Engaging and enhancing clinician leadership and involvement in LHD decision-making and development of medical workforce culture.

As a member of the Executive Team leading and managing a change agenda across a large clinical leadership, clinical management and clinical service delivery.

Reviewing and developing district-wide medical administration, recruitment and workforce frameworks to improve governance, consistency and efficiencies across the District

Reviewing and developing an education, training and professional development framework to improve the co-ordination and delivery of medical education, training and professional development across the District.

The EDMS has a key role in the engagement of clinicians in developing and implementing new models of care, workforce models, technologies, and services as part of the planning and commissioning of major capital works projects currently in progress.

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## KEY RELATIONSHIPS

### **Chief Executive**

Provide information, reports and recommendations regarding LHD objectives for which the position has lead accountability.

### **Executive and Senior Leadership Teams**

Develop partnerships and actively engage with other LHD Executive, Directors of Medical Services, General Managers, Service Directors, and Departmental Heads to ensure identification of opportunities for alignment and enhancement of relevant LHD functions and NSW Health objectives for which the position is accountable.

### **Directors of Medical Services (site)**

Provide leadership, strategic direction, mentorship and professional lead role.

### **Medical Directorate Support Staff.**

Provide leadership and line management.

### **NSW Ministry of Health (MOH) and Pillars**

Actively engage with and respond to relevant Officers in the MOH and Pillars

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## POSITION DESCRIPTION

### Executive Director Medical Services



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to ensure the alignment of services, programs and business systems and processes with the LHD objectives, for which the position is accountable.

#### **Key Stakeholders and Partnerships**

Actively engage with Universities, University Departments of Rural Health, Colleges, Specialist Associations, Training Organisations, Health Education and Training Institute and industrial bodies on all senior and junior medical officer strategic issues.

Develop relationships with regional industry partners such as the Primary Health Network and non-government organisations to identify opportunities for alignment of LHD priorities.

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## 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

## POSITION DESCRIPTION

### Executive Director Medical Services

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

#### Risk Management (This statement is changed by Workforce for Managers and Exec)

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).

All employees will:

- Identify and manage risks in your own area, and report risks to your manager which are beyond your capacity or authority to manage

# Northern NSW Local Health District

## Vision & Values

### Our Vision

A healthy community through quality care

### Our Purpose

Work together to deliver quality health outcomes across our communities

### Our Values



**Collaboration** is working willingly and actively together to achieve goals and improve levels of service to NSW Health. Collaboration means seeking the input of others, both from within the Northern NSW Local Health District and from external partners, while always considering the impact on our teams.



**Openness** is a state of mind, enabling colleagues to share ideas and communicate clearly. We strive to be approachable, actively listen and encourage others to contribute and speak up. We offer and receive constructive feedback. This ensures others feel their contribution is valued, even when there are disagreements.



**Respect** is a reminder to treat others as we would like to be treated ourselves. It is important to be mindful of each other's capabilities, regardless of role or grade. We care about the different perspectives and backgrounds in our workplace, and are thoughtful of our impact on others.



**Empowerment** enables a sense of purpose in our work. It is achieved through taking responsibility for our performance and behaviour. We celebrate our achievements. We also reflect upon things which may not have met expectations and learn from that experience. In doing so, we create a positive environment in which people are encouraged to grow, develop and succeed.