

## **Candidate Executive Brief**

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### **Mid North Coast Local Health District General Manager – Hastings Macleay Clinical Network, based Port Macquarie July 2019**

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# Health

## Mid North Coast Local Health District

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## About Mid North Coast Local Health District

The Mid North Coast Local Health District (MNCLHD) extends from Port Macquarie in the south to Coffs Harbour in the north, along the picturesque and popular coastal strip of NSW, and serves a population of 215,000. It has a workforce of 4,300 across seven hospital sites - Bellingen, Coffs Harbour, Dorrigo, Kempsey, Macksville, Port Macquarie and Wauchope, and ten Community Health Centres. It operates to a budget of c\$600m, and is led by Mr Stewart Dowrick, CEO. District offices are in Port Macquarie and Coffs Harbour.

It has a strong and established executive team, which has led significant recent investment across the MNCLHD. It is financially robust, with excellent performance outcomes across its main clinical services, and enjoys strong relationships with its numerous stakeholders and partners including the local Primary Health Network, academic and research partners, neighbouring health districts and the wider community.

The region has one of the fastest growing and ageing populations in NSW, with MNCLHD providing a diverse range of services to a population of about 215,000 people.

NSW Local Health Districts



Mid North Coast Local Health District / Hospitals



The MNCLHD hospitals are split across 2 clinical networks: Coffs Clinical Network, led by Dr Theresa Beswick and Hastings Macleay Clinical Network, until recently led by Ms Jane Evans.

### Hastings Macleay Clinical Network:

- Port Macquarie Base Hospital – 195 beds. Recent \$106m development and currently undergoing \$17m development.
- Kempsey District Hospital – 81 beds. Recent \$80m redevelopment.
- Wauchope District Memorial Hospital – 26 beds.

### Coffs Clinical Network:

- Coffs Harbour Health Campus Hospital – 292 beds. \$194m redevelopment.
- Macksville Hospital – 61 beds. \$73m development.
- Bellingen River District Hospital – 36 beds.
- Dorrigo Health Campus – 27 beds.

After several years successfully building and developing the Hastings Macleay Clinical Network, Ms Jane Evans has recently decided to take a career break and explore other avenues.

We are therefore seeking an outstanding leader to further develop this hospital and community health network and take it to the next stage. The person will demonstrate significant achievement across a broad spectrum of areas including clinical operations, strategic planning and delivery, workforce management, clinical governance and patient safety. The person will display outstanding leadership and communication skills with the ability to influence multiple stakeholders. First class engagement skills across all levels of the medical, nursing and allied health professions as well as across the broad patient community is also a critical aspect of this role.

This represents a unique and exciting opportunity to help shape the vision of, and ultimately deliver, world class healthcare across this thriving and growing community. It also offers the successful individual the prospect of living in the beautiful and picturesque Mid North Coastal region of NSW and becoming part of the friendly and community centred culture which the area is renowned for.

**Remuneration:**

This is an ongoing, full time, Band 1, Health Service senior executive (HSSE) role. An attractive remuneration package within the range of \$226,367 to \$248,858 per annum, with annual performance reviews, will be negotiated with the successful applicant.

# General Manager Port Macquarie Base Hospital / Coordinator Hastings Macleay Clinical Network

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	Mid North Coast Local Health District
Location	Port Macquarie
Classification/Grade/Band	HES Level 3 / HSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream : Service/Operational Delivery
Kind of Employment	Full Time
Role Number	52081
ANZSCO Code	132411
PCAT Code	2331192
Date of Approval	June 2019
Agency Website	<a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

## Agency overview

For more information go to <https://www.mnclhd.health.nsw.gov.au> and [www.health.nsw.gov.au](http://www.health.nsw.gov.au)

## Primary purpose of the role

The Coordinator Hastings Macleay Clinical Network / General Manager Port Macquarie Base Hospital will be responsible for the effective and efficient management of the Hastings Macleay Services across a spectrum of Hospital and Community Health settings including the management of Port Macquarie Base Hospital.

The Coordinator will ensure that the clinical operational management structures are implemented in a unified basis throughout the Hastings Macleay Clinical Network through the development and support of clinical networks.

The Coordinator will also be responsible for the clinical operating expenditure budget in accordance with Health Service policies. The Coordinator will ensure the maintenance of high quality clinical services.

## Key accountabilities

- Ensure the effective and efficient management and operation of the Clinical Network's clinical services across spectrum of health service delivery settings, including management of the Port Macquarie Base Hospital.
- Ensure that the clinical operational management structures are implemented on a unified basis throughout the health service through the development and support of clinical networks and the implementation of an effective program to deliver high quality and safe clinical services across the Group, and ensure maintenance of same.
- Establish and maintain an effective management framework for the development of clinical networks within the Clinical Network and other facilities within the Mid North Coast Local Health District.
- Responsible for the Clinical Network's operating expenditure budget in accordance with Local Health District policies.
- Coordinate the implementation of financial strategies and develop and implement policies and practices to enhance access to clinical services and the coordination of care delivered to patients.
- Establish and maintain an effective working relationship with the tertiary education sector in the conduct of clinical teaching and research within the Area.
- Implement policies and practices, which provide clinician engagement in the management of clinical services and the development of inter-disciplinary clinical teams and promote a focus on the needs of patients as individuals and responsiveness to patient complaints and feedback.

## Key challenges

- Operating within a rapidly changing environment. The restructure of Local Health District, and individual patient care and the resulting priority for patient safety and clinical quality systems will be a major challenge.
- The introduction and implementation of Casemix funding model.
- Developing and implementing clinical networks throughout the Local Health District.

## Key relationships

Who	Why
<b>Ministerial</b>	
Ministry of Health Staff	<ul style="list-style-type: none"> <li>• Build and maintain effective and consultative working relationships and partnerships</li> </ul>
<b>Internal</b>	
Chief Executive	<ul style="list-style-type: none"> <li>• Report on performance levels and provide information regarding any key developments or issues</li> </ul>
Governing Board	<ul style="list-style-type: none"> <li>• Report on performance levels and provide information regarding any key developments or issues</li> </ul>
Senior Executive Team	<ul style="list-style-type: none"> <li>• Maintain collaborative relationships; provide advice and reporting; consult and negotiate on key matters</li> </ul>
Senior Management	<ul style="list-style-type: none"> <li>• Maintain collaborative relationships; provide advice and reporting; consult and negotiate on key matters</li> </ul>
Clinicians and other staff	<ul style="list-style-type: none"> <li>• Maintain collaborative relationships; provide advice and reporting; consult and negotiate on key matters</li> </ul>

Who	Why
<b>External</b>	
Key stakeholders - including Universities, specialist Colleges, professional Registration Boards, Medical Advisory Committees, other government and non-government organisations, the Medicare Local, media, volunteers and community representatives, industrial and professional associations and colleges	<ul style="list-style-type: none"> <li>• Build and maintain effective and consultative working relationships and partnerships</li> </ul>

## Role dimensions

### Decision making

The Hastings Macleay Clinical Network Coordinator has day-to-day autonomy in directing and managing all clinical operations of the Health Service and deploying its resources within the overall clinical budget allocation.

All decisions are informed by Mid North Coast Local Health District Delegations Manual, Code of Conduct and relevant legislation and policy directives of the Ministry of Health.

### Reporting line

This role reports to the Chief Executive of the Mid North Coast Local Health District

### Direct reports

Approximately 8 direct reports:

- Network Director of Medical Services
- Network Business Manager
- Executive Officer, Kempsey District Hospital
- Director of Nursing & Midwifery, Port Macquarie Base Hospital
- Director of Nursing, Kempsey District Hospital
- Director of Nursing, Wauchope District Memorial Hospital
- Patient Support Services Officer
- Executive Assistant

Total FTE = 1180

### Budget/Expenditure

Total Expenses: \$220M

Revenue: \$37M

## Essential requirements

- Relevant Tertiary qualifications or equivalent 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](http://www.psc.nsw.gov.au/capabilityframework)

### 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	Advanced
	Act with Integrity	Advanced
	<b>Manage Self</b>	<b>Highly Advanced</b>
	Value Diversity	Adept
	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Advanced
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Advanced</b>
	<b>Deliver Results</b>	<b>Highly Advanced</b>
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Advanced
	<b>Finance</b>	<b>Advanced</b>
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Adept
	<b>Optimise Business Outcomes</b>	<b>Advanced</b>
	Manage Reform and Change	Adept

### 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
<b>Personal Attributes</b> Manage Self	Highly Advanced	<ul style="list-style-type: none"> <li>Promote and model the value of self-improvement and be proactive in seeking opportunities for growth</li> <li>Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours</li> <li>Manage challenging, ambiguous and complex issues calmly and logically</li> <li>Model initiative and decisiveness</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government</li> <li>Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation</li> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b>	Advanced	<ul style="list-style-type: none"> <li>Drive a culture of achievement and acknowledge input of others</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Deliver Results		<ul style="list-style-type: none"> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control output of business unit to ensure government outcomes are achieved within budget</li> <li>Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Finance	Advanced	<ul style="list-style-type: none"> <li>Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</li> <li>Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>Assess relative cost benefits of direct provision or purchase of services</li> <li>Understand and promote the role of sound financial management and its impact on organisational effectiveness</li> <li>Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement</li> <li>Respond to financial and risk management audit outcomes, addressing areas of non-compliance</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Provide timely, constructive and objective feedback to staff</li> <li>Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>People Management</b> Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"><li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li><li>• Develop workforce plans that effectively distribute organisational resources to achieve business goals</li><li>• Plan for strategic use of human resources that links to wider organisational aims and goals</li><li>• Encourage others to strive for ongoing performance improvement</li><li>• Align systems and processes to encourage improved performance and outcomes</li></ul>

## Living on the Mid North Coast



### Lifestyle

Wonderful beaches, world heritage listed national parks, hinterland villages, great food and fine wine, excellent private and public schools, warm and friendly staff are all waiting for you on the Mid North Coast.

The region boasts some of the best, sun drenched stretches of beach anywhere in Australia. It has magnificent ancient rainforests and mountain ranges. The region is littered with large river systems which bring the crystal clear waters of the mountains all the way to the sea.

Recreational options are plentiful. For those interested in water sports, there is plenty of boating, sailing and surfing. Scuba diving is also popular with some excellent wreck and reef dives available close to shore. Fishermen are also well catered for with innumerable options for lake, beach and estuary fishing while deep sea fishermen can fish the many reefs that lie hidden close to shore or go to the edge of the continental shelf for game fishing.

The mountains offer a wide range of bushwalking, camping and mountain biking opportunities. The sheer vastness of the region also means that you will never run out things to explore by car and if you have a four-wheel drive, you can discover the more remote and untouched places that the area is renowned for.

Finding a place to live on the Mid North Coast will also not be a problem. Units by the beach, houses in towns or rural properties where you can enjoy the peace and quiet are all available. Accommodation in the Mid North Coast is also quite affordable.



## Useful Links and Contact Information

For additional information about the organisation, please see links below:

### Mid North Coast Local Health District

<https://mnclhd.health.nsw.gov.au/>

[https://mnclhd.health.nsw.gov.au/wp-content/uploads/127044570\\_MNCLHD\\_Strategic-Directions-2017-2021\\_v7-1.pdf](https://mnclhd.health.nsw.gov.au/wp-content/uploads/127044570_MNCLHD_Strategic-Directions-2017-2021_v7-1.pdf)

<https://mnclhd.health.nsw.gov.au/about-us/budget-allocations/>

<https://mnclhd.health.nsw.gov.au/about-us/senior-executive-team/>

<https://mnclhd.health.nsw.gov.au/about-us/governing-board/>

<https://mnclhd.health.nsw.gov.au/category/media-releases/>

<https://mnclhd.health.nsw.gov.au/about-us/organisational-charts/>

### Living in the Mid North Coast Region

<https://mnclhd.health.nsw.gov.au/employment/living-on-the-mid-north-coast/>

<http://www.traveller.com.au/port-macquarie>

<https://portmacquarieinfo.com.au/>

For a confidential discussion, please call Rob Macmillan or Rebecca Schwarz on 02 9091 3266 or email [rmacmillan@derwentsearch.com.au](mailto:rmacmillan@derwentsearch.com.au)