

Candidate Executive Brief

South Eastern Sydney Local Health District Executive Director, Operations August 2019

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Health

South Eastern Sydney Local Health District

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Executive Summary

South Eastern Sydney Local Health District is one of the largest and most complex health services in NSW. With a budget of \$1.8bn and staff of almost 13,000, it delivers the highest standards of care to its community of almost one million people. It operates through significant teaching hospitals and a range of community based and state-wide services. It is a thriving and successful health service with highly committed staff and a sharp focus on quality and patient centred care. As part of its future planning, several major capital works programs are underway including the redevelopment of the three major hospitals and the Randwick Health and Education precinct. With a major focus on translational research, SESLHD is part of the prestigious Sydney Partnership for Health, Education, Research and Enterprise - one of seven Academic Health Science Centres currently in operation in Australia as well as several other significant research initiatives. In partnership with UNSW and other institutions, the Randwick precinct will become a world leading health, research, education and industry centre.

Mr Tobi Wilson was appointed as the Chief Executive of South Eastern Sydney Local Health District in April 2019. Following a review of the organisation, Tobi is now embarking upon a restructuring of his executive leadership team and this has resulted in the appointment of the newly created role of Executive Director, Operations.



About South Eastern Sydney Local Health District

South Eastern Sydney Local Health District (SESLHD) covers a geographical area of 468 square kilometres from Sydney's central business district to the Royal National Park. It delivers health care to nearly one million residents across the local government areas of Woollahra, Waverley, Randwick, Bayside, Kogarah, Hurstville and Sutherland Shire. It also provides a key role in helping residents of Lord Howe and Norfolk islands.

SESLHD manage nine hospitals including:

- Prince of Wales Hospital and Community Health Services (Randwick)
- Royal Hospital for Women (Randwick)
- Sydney/Sydney Eye Hospital (Macquarie Street)
- Uniting War Memorial (Waverley)
- St George Hospital and Community Health Services (Kogarah)
- Calvary Health Care (Kogarah)
- Sutherland Hospital and Community Health Services (Caringbah)
- Garrawarra Centre (Waterfall)
- Gower Wilson Memorial Hospital (Lord Howe Island)

Their staff also deliver high quality health care across a variety of community-based services ranging from pre-birth to palliative care.

SESLHD is home to a diverse population which is set to increase to 1,022,000 by 2027 (20% growth). In their community, 30% of people are from non-English speaking backgrounds, 37% have long-term health conditions and 8720 identify as being Aboriginal.

At the heart of everything SESLHD do are their CORE values - Collaboration, Openness, Respect, Empowerment.

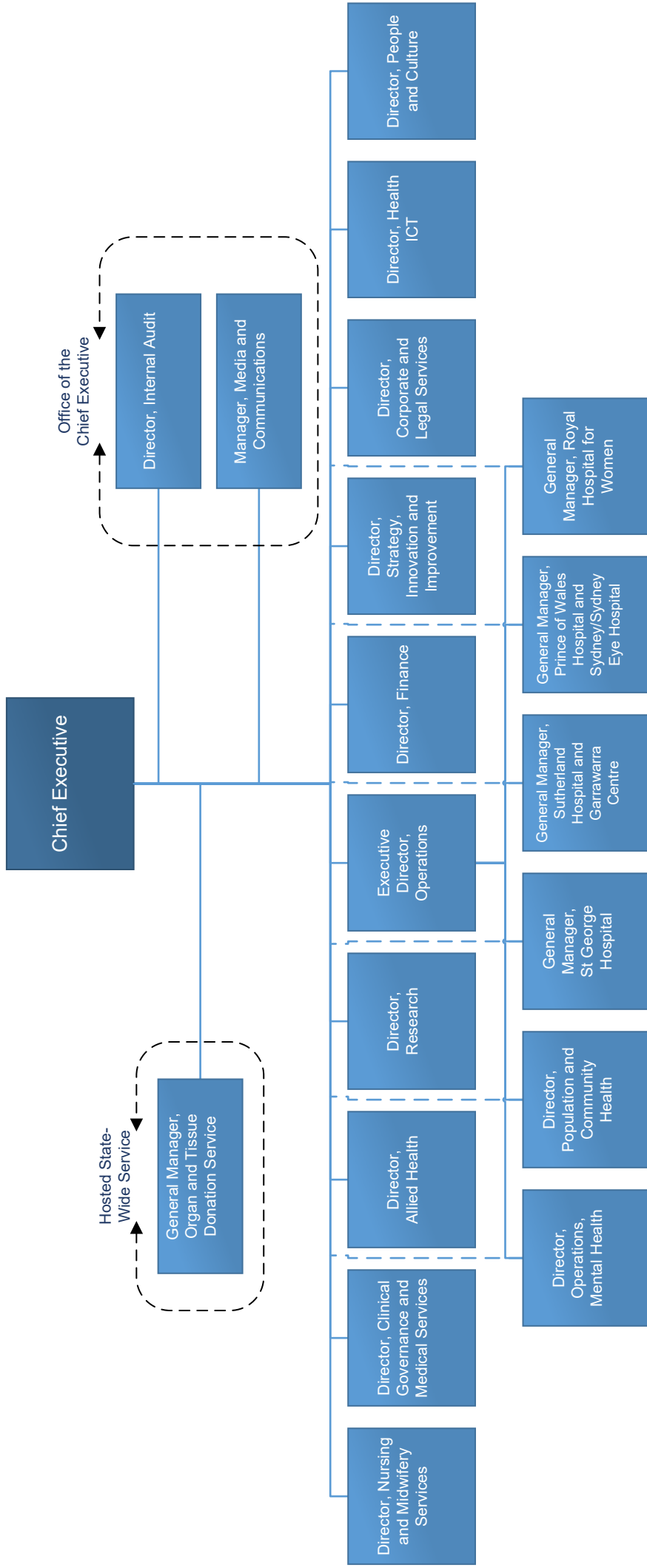
South Eastern Sydney Local Health District Journey to Excellence Strategy 2018 – 2021

In 2018, SESLHD launched its Journey to Excellence Strategy 2018-2021. The strategy was developed in partnership with staff and the community to guide the district towards transformational change, as SESLHD works to empower communities to improve their health and wellbeing.

SESLHD's vision is 'exceptional care, healthier lives', which is supported by five strategic priorities under the Journey to Excellence Strategy:

- Safe, person-centred and integrated care
- Workforce wellbeing
- Better value
- Community wellbeing and health equity
- Research and innovation

South Eastern Sydney Local Health District Executive Structure



Position Description – Executive Director, Operations

Cluster	NSW Health
Public Health Organisation	South Eastern Sydney Local Health District
Division/Branch/Unit	South Eastern Sydney Local Health District
Location	Various
Classification/Grade/Band	HSSE Band TBC
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
Role Number	XX
ANZSCO Code	XX
PCAT Code	XX
Date of Approval	XX
NSW Website	www.health.nsw.gov.au
Public Health Organisation Website	www.seslhd.health.nsw.gov.au

Agency overview

South Eastern Sydney Local Health District (SESLHD) is part of NSW Health, the public health system in New South Wales. The vision for SESLHD is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.

SESLHD covers a geographical area of 468 square kilometres from Sydney's Central Business District in the north to the Royal National Park in the south. SESLHD delivers health care to around 930,000 residents and also provides a key role in caring for residents of Lord Howe and Norfolk Islands.

SESLHD manages nine hospitals including:

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SESLHD also delivers high quality health care across a variety of community-based services ranging from pre-birth to palliative care.

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

Primary purpose of the role

The Executive Director, Operations leads and manages the day-to-day operations of the South Eastern Sydney Local Health District (SESLHD), across a broad spectrum of health service delivery settings and functions, to ensure the delivery of high quality, safe and efficient health services for the community in line with the strategic directions of NSW Health and SESLHD. As a Senior Executive within SESLHD, the role provides significant input into the development and oversight of District strategic and operational plans, policy and development, business and clinical services strategies and relationship management.

Key Accountabilities

- Lead and manage the day-to-day operations of the organisation, to influence the work of others and exert direct influence at senior levels within the organisation to achieve key performance indicator targets for the service.
- Provide strategic and operational direction to services and encourage a culture of performance excellence and accountability; and a focus on patient, client, consumer, carer and staff satisfaction and positive health outcomes.
- Develop and implement functional and operational business plans for the organisation in alignment with State and local strategic plans and priorities.
- Proactively address service delivery issues identified at an organisational and systemic level by reducing or removing obstacles to service delivery, enabling the delivery of safe, quality and efficient care and facilitating clinician engagement in service improvement.
- To ensure financial responsibility and accountability within the Operations portfolio; and develop and implement financial strategies that will ensure financial targets and key performance indicators are met.
- Develop and maintain effective working relationships within the organisation, the community and with key stakeholders and liaise with other service delivery agencies, developing policies, protocols and networks as appropriate to support the delivery of services.
- Provide strategic and operational advice to the Chief Executive related to the functional areas of accountability.
- Role model and lead a culture of excellence based on the organisation's values to ensure the organisation delivers patient/client focused service in an adaptive, responsive and performance-oriented manner.

Key challenges

- Significantly enhancing the interface between acute hospital care and primary and community health services (public, private and commercial) to improve hospital avoidance, reduce length of stay and effectively manage chronic and complex conditions in non-acute settings in line with the organisation's strategic direction.
- Achieving service objectives in accordance with business and service plans, and Service Agreement with the Ministry of Health.
- Balancing the need to address immediate operational issues and the need to plan strategically, with regard to longer term implications and objectives.

Key relationships

Who	Why
Internal	
Chief Executive	<ul style="list-style-type: none"> • Provide accurate and timely information, reports and recommendations related to operational management.
Executive Team	<ul style="list-style-type: none"> • Liaise with all members of the Executive Team regarding strategy, planning, workforce and culture, innovation, research, quality and safety, and resources that support person centred service delivery and corporate functions to ensure the effective and timely implementation of plans and strategies.
Hospital General Managers and Clinical Service Directors (Direct Reports)	<ul style="list-style-type: none"> • Liaise in a managerial and advisory capacity to ensure the effective and efficient functioning of the portfolios of responsibility. • Set performance expectations and manage team performance and development.
Clinical Leaders	<ul style="list-style-type: none"> • Work in partnership with lead clinician groups including clinical councils and medical staff councils to enable greater devolved clinical decision making, and to strengthen the communication between management and clinicians.
Board	<ul style="list-style-type: none"> • Provide expert advice, counsel and recommendations to influence organisational strategy, decisions and initiatives • Report on progress against strategies

Who	Why
External	
NSW Ministry of Health	<ul style="list-style-type: none"> • Liaise on a regular basis with Senior Executive and Directors to ensure the alignment of SESLHD functions within government objectives.
NSW Local Health Districts	<ul style="list-style-type: none"> • Develop partnerships and service agreements with the senior executive and directors to ensure the alignment of the LHD functions with government objectives
NSW Health Pillars and Health Support Services	<ul style="list-style-type: none"> • Work co-operatively with these agencies to ensure mutual support for assessments, innovation and activities.
Commonwealth, State and Local Government Departments and Agencies including Primary Health Networks	<ul style="list-style-type: none"> • Interact and work collaboratively on an as needs basis in relation to State and local health goals and strategies
Health Care Complaints Commission, Ombudsmen, and other Government Accountability Agencies	<ul style="list-style-type: none"> • As required to meet statutory accountability requirements and ensure sound governance of the organisation.
Industrial and Professional Associations	<ul style="list-style-type: none"> • Works co-operatively with these agencies to foster mutual support for respective responsibilities in the continuing delivery of effective services.
Local community organisations and stakeholders	<ul style="list-style-type: none"> • Facilitate relationships with key client/community stakeholders to ensure that programs and services meet current and evolving needs and expected service delivery standards.

Role Dimensions

Decision Making

The Executive Director Operations participates as a member of the executive team and will have significant autonomy in directing and managing the operations of the organisation.

Decisions outside the delegation for the position are referred to the Chief Executive.

Reporting Line

Chief Executive

Direct Reports

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Budget/ Expenditure

Approx. \$1.6 billion

Essential requirements

Tertiary qualifications in a related field and/or demonstrated extensive proven experience at a senior management level in a substantial and complex organisation engaged in clinical service delivery

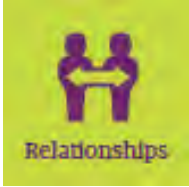


Capabilities for the role

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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively 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 organisational, whole-of-government and cross-jurisdictional solutions Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counterarguments Work towards mutually beneficial win/win outcomes Show sensitivity and understanding in resolving acute and complex conflicts Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Pre-empt and minimise conflict within the organisation and with external stakeholders
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 Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
Business Enablers Finance	Highly Advanced	<ul style="list-style-type: none"> Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation Define organisational directions and set priorities and business plans with reference to key financial indicators Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals Establish effective governance to ensure the ethical and honest use of financial resources across the organisation Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation
People Management Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives Align workforce resources and talent with organisational priorities

Useful Links and Contact Information

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

SESLHD Website

<http://www.seslhd.health.nsw.gov.au/>

Strategy on a Page - SESLHD Journey to Excellence Strategy 2018-2021

https://www.seslhd.health.nsw.gov.au/sites/default/files/groups/Planning_Population_and_Equity/Health_Plans/JourneytoExcellenceStrategySUMMARY.pdf

SESLHD Journey to Excellence Strategy 2018-2021

https://www.seslhd.health.nsw.gov.au/sites/default/files/groups/Planning_Population_and_Equity/Health_Plans/JourneytoExcellence_v13.pdf

SESLHD Year in Review 2017/18

https://www.seslhd.health.nsw.gov.au/sites/default/files/groups/Media_and_Communications/Our%20Year%20In%20Review%20Documents/YIR_2018_web_rgb%20-%20with%20correct%20properties.pdf

SESLHD Annual Reports

<https://www.seslhd.health.nsw.gov.au/about-us/annual-reports>

Other Useful links:

NSW Government

<https://www.nsw.gov.au/>

NSW Health

<https://www.health.nsw.gov.au/Pages/default.aspx>

For a confidential discussion, please call Rob Macmillan or Rebecca Schwarz on 02 9091 3266 or email rmacmillan@derwentsearch.com.au