

Candidate Executive Brief

Illawarra Shoalhaven Local Health District

Director of Finance

August 2019

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Executive Summary

The Illawarra Shoalhaven Local Health District (ISLHD) extends south of Sydney, about 250km along this picturesque coastal strip, and provides world class health care to its community of more than 390,000 residents. ISLHD is one of the region's largest employers with a workforce of more than 7,300 across eight hospital sites and more than 60 community health services, and an annual budget of approximately \$1 billion. It is a complex, geographically distributed organisation with significant multi-stakeholder involvement across its operations, both centrally and locally. ISLHD has built an established and experienced executive leadership team and is now seeking an outstanding, commercially focused Director of Finance to join this team.

Reporting to the Chief Executive and as a key member of the executive team, the Director of Finance will:

- Provide support and advice to the executive and Board relating to financial strategy, performance, risk, capital expenditure and other key strategic and operational matters;
- Lead the development, implementation and continuous improvement of key functions including Financial Operations, Assets and Engineering, Financial Planning and Analysis, Risk and Governance;
- Develop strategic, business and financial plans for the LHD and its component Business Units, in accordance with Government, Ministry of Health and corporate policies;
- Apply NSW Health Financial Performance Framework benchmarks to all reporting entities across the LHD;
- Forge strong, collegial relationships at the executive level, across the broader organisation and sector, and across NSW Health, sharing best practice and contributing to the broader organisational goals;
- Provide inspirational leadership to direct team of 4 and an indirect team of around 70;
- Foster a responsive, future focused and contemporary culture which supports staff to deliver true excellence.

They are seeking a contemporary executive finance leader, CA or CPA, with significant experience managing financial strategies within large, complex organisations. The individual's experience may have been gained within a government or public sector agency; alternatively, private / NFP experience will be considered, in which case the individual will have interfaced with government funders, stakeholders or partners in some capacity within their recent career. Critical to the individual's success will be their ability to lead, motivate and inspire their team to be the very best, within a highly challenging and demanding environment.

This represents a unique and exciting opportunity to support world class healthcare across this thriving and growing community. It also offers the prospect of living in the beautiful and picturesque South Coast of NSW and becoming part of the friendly and community centred culture which the area is renowned for.



About Illawarra Shoalhaven Local Health District

The Structure

The Illawarra Shoalhaven Local Health District has been established in accordance with the National Health and Hospital Agreement. Local decision-making is at the forefront of how the organisation functions, led by a professional Health District Board and a Chief Executive.

The Illawarra Shoalhaven Local Health District Board is chaired by Professor Denis King OAM and 12 Board Members who bring a wealth of experience and local knowledge to the management of the Local Health District.

The Chief Executive, Margot Mains works closely with the Board to ensure that ISLHD delivers consistently high patient care which is supported by input from clinicians and the local community.

NSW Local Health Districts



Illawarra Shoalhaven Local Health District



Vision and Values

Strategic Directions for Illawarra Shoalhaven Local Health District 2017 - 2020 sets a clear direction for the District with a strong focus on serving the community, planning for the future and better engaging with their consumers. The plan outlines the priorities and critical enablers that will support the ISLHD Board and their workforce to achieve the District's vision – Excellent services, quality partnerships, healthy communities and purpose – To provide best practice health care and programs that promote the health and wellbeing of people in the Illawarra Shoalhaven area.

Strategic Directions builds on the Local Health District's work and achievements to date, driven by their foundation plan – *Our Statement of Strategic Intent*, which was implemented following the District's establishment in 2011.

The values of the Illawarra Shoalhaven Local Health District guide the behaviour and professional standards of their staff. Their CORE Values are Collaboration, Openness, Respect, Empowerment.

Role Description

Director Finance

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	Illawarra Shoalhaven Local Health District
Location	Illawarra Shoalhaven Local Health District
Classification/Grade/Band	HSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist www.psc.nsw.gov.au/wls
Role Number	52062
ANZSCO Code	132211
PCAT Code	2331133
Date of Approval	Aug 2019
Agency Website	www.health.nsw.gov.au

Agency overview

The Illawarra Shoalhaven Local Health District (ISLHD) extends about 250km along the coastal strip from Helensburgh in the north to North Durras in the south, servicing a population of more than 390,000 residents. ISLHD is one of the region's largest employers with a workforce of more than 7,300 across nine hospital sites and community health services, and an annual budget of more than \$950 million.

Led by a professional Local Health District Board and a Chief Executive, ISLHD aims to deliver consistently high quality patient care which is supported by input from clinicians and the local community. Our services are delivered in accordance with our CORE values of *Collaboration, Openness, Respect and Empowerment*, which guide the behaviour and professional standards of our staff.

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

Primary purpose of the role

The Director, Finance provides expert advice and executive leadership in relation to the financial and commercial functions of the organization to enable the achievement of the Local Health District's (LHD's) key priorities and performance targets and is responsible for planning and reporting on the use of financial resources, monitoring and management reporting of the LHD's budget performance to the LHD Executive, Governing Board and the Ministry of Health. Ownership and submission of statutory and professional reporting requirements of the LHD including addressing audit matters and ensuring appropriate financial management controls and practices consistent with Ministry of Health and LHD financial management policies and directions.

Key accountabilities

- Lead and direct the delivery of high quality strategic and operational financial performance reporting and analysis, to underpin effective business planning, forecasting, budgeting, cost reporting and resource management within the organisation.
- Lead the establishment and maintenance of effective financial management controls; and implement financial risk management and governance frameworks to measure, control and minimise risks and ensure compliance with relevant reporting requirements and standards.
- Ensure effective financial and management accounting is consistently applied to all levels of the organisation; and that financial accountability and cost centre budgetary controls exist, and monitor and report on performance monthly to the Ministry and LHD Executive and Governing Board.
- Apply NSW Health Financial Performance Framework benchmarks to all reporting entities across the LHD.
- Develop strategies for the management of the LHD's ongoing liquidity; including cash management of the LHD's own sourced revenues, Government subsidy, liabilities and use of assets and ensure that the LHD implements purchasing practices consistent with ministerial guidelines for goods and services, inventory management controls, and creditor payments are acknowledged and paid within agreed timeframes.
- Develop strategic, business and financial plans for the LHD and its component Business Units, in accordance with Government, Ministry of Health and corporate policies; and undertake forensic financial analysis where required, leading turnaround plans for controlled entities within the LHD that are under-performing compared to the Ministry's Financial Performance framework.
- Lead and direct improvements in productivity/efficiency, revenue generation, value-based investment/disinvestment decisions, financial accountability and budget compliance, consistent with NSW Health Statewide strategies, to improve value for money and effective use of cash across the LHD, implement monitoring tools to measure these strategies and report monthly to the Ministry on performance.
- Ensure regulatory responsibilities with respect to GST, FBT and medical indemnity are satisfied; and adhere to public sector, Australian Accounting and International Financial Reporting standards in external reporting and deadlines as part of NSW Health's annual financial statement reporting to Parliament.

Key challenges

- Improving financial management, revenue opportunities and efficiency of the health system on an ongoing basis, in an environment where cost of health care continues to rise
- Identifying significant areas of cost, and with operational managers, developing feasible strategies for mitigation, including timetables for resolution.
- Introducing future funding arrangements in a large and complex organisation operating within a broader state and national health system that includes public, private and non-government providers, multiple Governments, health insurers and a range of legislative and policy requirements

Key relationships

Who	Why
Internal	
Chief Executive, Senior Executives, Key Managers and Clinical Leaders	<ul style="list-style-type: none">• Provide timely, comprehensive information and accurate financial reports and recommendations regarding the financial management and liquidity position of the LHD• Provide direct specialist advice on the management of financial resources to assist in decision making

Who	Why
	<ul style="list-style-type: none"> • Provide advice, and where necessary work collaboratively, to ensure the effective use of financial resources and corporate and administrative support services • Actively engage with, and influence, to ensure alignment of services, programs, and business processes/systems with the LHD's objectives, and effective use of financial resources.
Direct Reports	<ul style="list-style-type: none"> • Provide leadership, guidance and support • Set and manage performance and development requirements • Share information and encourage ideas to improve outcomes
External	
Local Health District Board	<ul style="list-style-type: none"> • As required by the Chief Executive to provide the Board with reports on the financial position of the LHD consistent with the NSW Health Performance Framework performance measures and the annual Efficiency and Revenue Plans of the LHD.
Ministry of Health – Deputy Secretary Finance, CFO, key senior executives	<ul style="list-style-type: none"> • Liaise to ensure the alignment of the LHD's financial performance and reporting requirements are in accordance with NSW Health and government objectives. • Provide timely, comprehensive and accurate financial reports which are consistent with NSW Health's Statewide Management Reporting System (SMRS)
HealthShare – Senior Executives	<ul style="list-style-type: none"> • Liaise to plan, co-ordinate and negotiate the delivery of shared services in accordance with agreed service level agreements and pricing frameworks, as well as to ensure a smooth and successful transition to the new shared services arrangements.
Agency for Clinical Innovation, Clinical Excellence Commission and Health Education and Training Institute, Health Infrastructure, Cancer Institute (NSW)	<ul style="list-style-type: none"> • Liaise to ensure mutual support for respective responsibilities with the public health system
Employee/Employer Organisations	<ul style="list-style-type: none"> • As required to 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"> • As required to meet statutory accountability requirements and ensure sound governance of the LHD.
Audit Office	<ul style="list-style-type: none"> • Negotiate on the extent of internal controls in place within the LHD, support audit reviews and manage implementation of audit outcomes

Role dimensions

Decision making

The Director, has overall responsibility and delegated authority for the direction of the LHD Finance function including deploying its financial resources within the overall budget allocation to meet the performance objectives of the organisation.

The role's primary accountability is to ensure actual budget and liquidity performance is achieved within the annual NSW Health Performance and Management Framework.

The Director is responsible for providing advice and assisting in the financial management of budget resources (recurrent and capital) by the LHD and for leading and managing the delivery of financial management services and controls across the LHD.

Overall decision-making and accountability limits will be determined in conjunction with the Chief Executive.

Reporting line

The role reports to the Chief Executive.

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements

- Relevant tertiary and/or postgraduate qualifications in accountancy, economics, commerce, finance or a related discipline and professional standing for current membership or eligibility for membership of a recognised Australian accounting body

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

This role also utilises an occupation specific capability set.






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.


Remuneration Range:

This is an ongoing, full time, Band 1, Health Service Senior Executive (HSSE) role. A remuneration package within the range of \$217,879 - \$240,370, with a mid-point of \$229,125 per annum, with annual performance reviews, will be negotiated with the successful applicant

NSW Public Sector Capability Framework

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

Occupation / profession specific capabilities

Capability Set	Finance Professionals	
 Occupation Specific	Financial Accounting and Statutory Reporting	Level 4
	Audit and Assurance	Level 3

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 Manage Self	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	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 Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements Implement systems and processes that underpin high quality research and analysis
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 financial professionals Establish effective governance to ensure the ethical and honest use of financial resources across the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Provide timely, constructive and objective feedback to staff Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Occupation / profession specific capabilities (Finance Professionals)

Category, Sub-category	Level and Code	Skill and Level Description
Financial Accounting and Statutory Reporting Apply and comply with accounting standards, legislation and specific organisational policies, standards and protocols, and implement effective statutory and other external reporting requirements	Level 4	<p>Provide expert technical interpretation of legislation, accounting policies and standards and develop organisation specific policies</p> <p>Monitor and anticipate the impact of NSW Treasury Policy, Audit Office guidelines and AASB standards and guidance on the organisation and direct appropriate action</p> <p>Approve financial (including cash management and forecasting) reports, briefs and proposals relating to the organisation's financial position</p> <p>Communicate financial results that are compliant with NSW Treasury policies and external regulatory requirements and which are easily interpreted by stakeholders</p> <p>Provide strategic financial accounting advice and commentary to business leadership so that strategic business planning processes and the consideration of new business initiatives are fully informed on financial/accounting implications</p>

Occupation / profession specific capabilities (Finance Professionals)

Category, Sub-category	Level and Code	Skill and Level Description
Audit and Assurance Evaluate overall governance frameworks, financial and program information systems, and internal controls and practices to identify potential deficiencies or opportunities	Level 3	<p>Identify and interpret sources of all auditing standards¹, Audit Office guidelines, NSW Treasury policies and Internal Audit and Risk Management Policy statements, emerging practices and other related mandatory requirements</p> <p>Establish documents and articulate annual audit plans and required audit process specifications for standard audits</p> <p>Undertake complex audits and establish the scope, objectives and terms of reference of audit assignments</p> <p>Report audit results in an appropriate form to relevant recipients, supported by high quality interpretation and support the incorporation of outcomes into organisation practice</p> <p>Apply appropriate analytical and modelling tools in the evaluation and assessment of risk factors</p> <p>Provide technical leadership and act as primary escalation point for internal or contract audit staff concerning more complex or unusual technical audit or compliance issues</p> <p>Identify and monitor risks and exposures and provide recommendations required to actively mitigate these</p>

¹ Audit Office guidelines, Auditing Standards and International Standards for the Professional Practice of Internal Auditing

Living in the Illawarra Region

The Illawarra region, which is framed by a spectacular escarpment and is home to part of the Sydney Drinking Water Catchment Area, is considered one of the most picturesque coastal areas in Australia. It has excellent transport and infrastructure, first-rate schools and health services, reasonable property prices and is situated immediately South of Sydney. The region has rich natural resources, including coal and minerals and supports traditional mining and manufacturing sectors

The major urban centres of Kiama, Nowra, Shellharbour and Wollongong provide residents with access to quality services, housing and employment options. Towns and villages including Berry and Kangaroo Valley are prime tourist hotspots featuring rolling agricultural landscapes and dairy industries. The high quality of lifestyle is a major attraction for the increasing numbers who are moving to the area.

We have included some weblinks at the end of this document which highlight more about the area.



Useful Links and Contact Information

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

Illawarra Shoalhaven LHD

<http://www.islhd.health.nsw.gov.au/default.asp>

http://www.islhd.health.nsw.gov.au/about_us.asp

http://www.islhd.health.nsw.gov.au/Strategic_Directions/

<http://www.islhd.health.nsw.gov.au/Documents/StatementOfIntent.pdf>

http://www.islhd.health.nsw.gov.au/Services/Aboriginal_Health/default.asp

<http://www.islhd.health.nsw.gov.au/docs/2018/ServiceAgreement.PDF>

<http://www.islhd.health.nsw.gov.au/Media/default.asp>

Living in the Illawarra Region

<http://www.visitnsw.com/destinations/south-coast/wollongong-and-surrounds/wollongong>

<https://www.wollongong.nsw.gov.au/visitor-home>

<https://www.lifestyle.com.au/travel/wollongong/>

<https://www.southcoast.com.au/illawarra/>

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